



جامعة عجمان
AJMAN UNIVERSITY

POLICIES AND PROCEDURES MANUAL 2024-2025





TABLE OF CONTENTS

1. Governance and Management.....	7
AU Mission, Vision and Values	8
Board of Trustees Policy	10
Board of Trustees Conflict of Interest Policy	19
Board Performance Evaluation Policy.....	21
AU Organization Chart Approved by the Board of Trustees on 22 May 2024	23
University Cabinet.....	24
Standing Committees.....	26
Policy on College and Department Councils.....	40
Institutional Planning Policy	44
Operations Risk Management Policy	47
Policy on Policies	66
2. Quality Assurance	73
Quality Assurance Policy	74
Policy on Adoption of Accrediting Agencies Policies and Procedures	82
Policy and Procedure on Surveys.....	83
Institutional Documents Revision, Approval and Archiving Policy	86
3. Educational Programs	88
Academic Program Development and Revision Policy	89
Substantive Change Policy	92
Collective Ownership of Curriculum	95
Program Specification Policy	97
General Education Policy	99
Undergraduate Completion Policy.....	102
Graduate Completion Policy	106
Policy on Double Major, Major/Minor and Second Degree	110
Joint/Dual Degrees Policy	112
Teach-Out Policy	115
Advance Standing and Prior Learning Assessment and Recognition (PLAR) Policy	117
Credit Hour Policy.....	120
Dual Credit Program Policy	121
Teaching and Learning Policy	122
Internship Policy	127
E-Learning Policy.....	132
Academic Progress Policy	139
Assessment and Grading Policy	148
Policy on Assessment Turnaround Time and Feedback to Students	152
Grade Entry Policy	153
Policy on Double Marking and Moderation.....	155
Policy for External Examiners and Reviewers	157
Independent Study Policy.....	161
Class Size Policy	162
Academic Probation Policy	164

Course File Policy.....	168
Course Syllabus Policy	170
Course Substitution Policy	172
Intensive Modes of Course Delivery Policy	174
Credit-bearing Micro-credentials Certification Policy	175
4. Research and Scholarly Activities	179
AU Research Strategy	180
Research Ethics Policy	186
AU Funded Research Grants Policy	195
Research Travel Grants Policy	206
External Funded Research Grants Policy	211
Research Centers Policy	215
Research Release Time Policy	225
Visiting Research Scholar Policy	228
Research Publications Reward Policy	232
AU Authorship Policy	238
Research Article Publication Fee Policy	241
Research Conferences Policy	246
Graduate Assistant (GA) Policy	252
Student Research Support Policy	257
Graduate Faculty Thesis/Dissertation Load Policy	259
Graduate Studies Policies and Procedures	260
5. Faculty and Professional Staff	286
Academic Administrative Appointment Term Policy	287
Academic Department Leadership Appointment Policy	289
Faculty and Academic Support Staff Role Policy	293
Employment Policy	296
Faculty Orientation Policy	301
Faculty and Professional Staff Employment Legal Issues Policy	302
Faculty Continuous Professional Development Policy	304
Faculty Exchange and Sabbatical Leave Policy	307
Course Buyout Policy	316
Faculty Performance Evaluation Policy	318
Faculty Evaluation Process Outline	320
Adjunct Faculty Performance Evaluation Policy	358
College Dean Performance Policy	360
Faculty Promotion Policy	362
Talent Acquisition Policy	375
Staff Transfer Policy	382
Emiratization Policy	385
Employee Joining Formalities Policy	388
Employee Confirmation Policy	390
Staff Professional Development Policy	394
Online Training Policy	402
Staff Performance Appraisal Policy	404
Staff Promotion Policy	410



Staff Recognition Program Policy.....	414
Practice-Track Professorial Ranks Policy	417
Policy for Award of the Title of Distinguished Professor.....	420
Policy for Award of the Emeritus/Emerita Status	422
Personnel Policy.....	425
Faculty Workload Policy.....	427
Faculty Teaching Load/Overload Policy	430
Professional Requirements for Teaching Policy	439
Compensation and Benefits Policy	441
Educational Allowance Policy	450
Employee Advances Policy.....	453
Staff Attendance Policy	456
Staff Overtime Policy.....	460
Staff Leaves Policy	463
Air Travel Ticketing Policy.....	471
Business Travel Policy	474
Non-Discrimination Policy	482
Conflict of Interest Policy.....	484
Faculty Disciplinary Policy.....	486
Staff Disciplinary Policy	491
Academic Freedom Policy	496
Nepotism Policy	498
Employee Code of Conduct Policy.....	502
Virtual Meetings Policy.....	510
Diversity, Equity and Inclusion Policy.....	514
Faculty Complaint, Grievance and Appeal Policy.....	517
Professional Staff Complaint, Grievance and Appeal Policy.....	522
Exit Policy	526
6. Students.....	530
Undergraduate Admission Policy.....	531
Graduate Admission Policy	555
Transfer Admission Policy	563
International Student Policy	568
Student Orientation Policy	571
People of Determination Policy	572
Scholarships and Discounts Policy	577
Innovation and Creativity Scholarship Policy.....	587
Student Study Mode and Load Policy.....	590
Student Academic Support Policy.....	592
Academic Advising Policy	598
Student Advising Effectiveness Policy	605
Student Disciplinary and Academic Integrity Policy.....	608
Student Grade Appeal Policy	623
Student Activity Policy.....	625
Student and Alumni Travel Policy	630
Student Rights and Responsibilities Policy	638

Counseling Policy.....	641
Student Complaint, Grievance and Appeal Policy.....	646
Student Wellbeing and Safety Policy	653
Policy on Raising Concerns of Safety	659
Student Safeguarding Policy	661
Student Athlete Class Attendance Policy	665
Student Finance Policy	666
Student Records Policy	669
Student Information Release Policy.....	675
Degree Audit and Graduation Policy	677
Career and Placement Services Policy	679
Student Success Center Policy	681
Student Operated Media Policy.....	687
Student Teaching and Administrative Assistants Policy.....	688
7. Health, Safety and Environment	692
Environmental Health and Safety Policy	693
Smoking Policy	695
Hostel Policy	699
Health Services Policy.....	706
Hazardous Waste Disposal Policy	709
Information Technology Policy	713
8. Learning Resource Center	733
Library Policy.....	734
9. Fiscal Resources, Financial Management and Budgeting	745
Financial Policy	746
Cash Management Policy	753
Procurement and Stores Policy and Procedures.....	756
Budget Policy.....	778
Policy on Faculty Members Participation in Planning and Budgeting	784
Auxiliary Enterprise Policy	788
External Audit Policy.....	794
Financial Guarantee Policy.....	797
Sustainable Investment Policy	800
Vehicle Acquisition Policy	804
10. Legal Compliance and Public Disclosure.....	807
Transparency and Institutional Integrity Policy	808
Intellectual Property Policy.....	809
Publications Policy	814
Communications and Social Media Policy	816
Policy on Responding to Requests for University Information.....	820
Privacy Policy.....	823
AU Fundraising Policy and Guidelines.....	825
11. Community Engagement	836



Community Engagement Policy	837
Cooperative Agreements and Contractual Relationships Policy.....	840
Co-operative Education Policy	843
Employees Volunteering Policy.....	847
Lifelong Learning Access Policy.....	849
College Advisory Boards Policy	850
Honorary Doctorate Degree Policy	853
Honorary Appointments Policy.....	860
PPM Amendments Record	863
Board of Trustees Approval.....	868

1. Governance and Management



جامعة عجمان
AJMAN UNIVERSITY

AU Mission, Vision and Values

Mission Statement

Ajman University (AU) is an independent, comprehensive, non-profit, multicultural academic institution that offers a broad range of high quality and relevant undergraduate and graduate academic programs. The University strives to fulfil the needs of students, alumni, employers, and society through a learner-centric development journey, quality education, hands-on experience, research and community engagement. AU develops well-rounded, career-ready graduates who are professionally competent, socially responsible, innovative and active contributors to the sustainable development of the UAE and beyond.

Vision Statement

Ajman University aims to be internationally recognized as one of the leading universities in the Arab world for its cutting-edge learning environment, innovative career support, impactful research, responsible outreach and community engagement.

Core Values

- **Excellence:** All AU activities are conducted with strong emphasis on international quality standards.
- **Integrity:** AU adheres to the principles of honesty, trustworthiness, reliability, transparency and accountability.
- **Inclusiveness:** AU embraces shared governance, inspires tolerance, and is committed to diversity, equity, and inclusion.
- **Social Responsibility:** AU promotes community engagement, environmental sustainability and global citizenship. It also promotes awareness of, and support for, the needs and challenges of the local and global communities.
- **Innovation:** AU supports creative activities that approach challenges and issues from multiple perspectives in order to find solutions and advance knowledge.

AU Goals and Objectives

AU strive to achieve the following goals:

- 1. Strengthen academic excellence in line with int'l standards & market requirements**
 - 1.1. Advance teaching and learning excellence
 - 1.2. Align academic programs to market needs
 - 1.3. Expand lifelong learning programs/ opportunities
- 2. Enhance research quality and impact**
 - 2.1. Promote faculty and students involvement in research
 - 2.2. Increase external research partnerships and funding
 - 2.3. Strengthen research infrastructure and resources
- 3. Build a career-making, student-centric development journey**
 - 3.1. Build a comprehensive professional advising & career development program
 - 3.2. Improve students' digital experience

3.3. Ensure public and private employers are actively involved

3.4. Strengthen soft skills and experiential learning in the development journey

4. Strengthen meaningful relationships with external communities

4.1. Develop a more active alumni community

4.2. Further impactful academic partnerships

4.3. Foster social responsibility and community engagement

5. Recruit and retain diverse and brilliant students

5.1. Improve student recruitment strategies

5.2. Diversify the student body

5.3. Recruit outstanding students

5.4. Improve student retention

6. Enhance institution sustainability

6.1. Ensure financial sustainability

6.2. Nurture good governance principles

6.3. Promote operational excellence

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24 /10/2010	Policy First Implemented	Central Committee
V 2.0	19 /04/2017	New Mission, vision and new core values (Policy Reviewed)	The Cabinet
V 2.1	16/05/2019	Institutional Goals (Policy Amended)	The Cabinet
V3.0	10/05/2022	New AU Mission, Vision, Goals and Objectives (2022-2027)	Chancellor/BOT

Board of Trustees Policy

Policy Owner	Chancellor	Responsible Office	Office of the Chancellor
Approved By	Board of Trustees	Effective Date	June 2024
		Next Review Date	June 2027

Article 1 Preamble

Ajman University was founded in 1988 as the first private university in the United Arab Emirates (UAE) as well as the Gulf Cooperation Council (GCC), and the first higher education institution to accept expatriate students of both genders.

As stipulated in Amiri Decree No. 14/2023 on Ajman University, the University operates as a non-profit academic institution possessing the legal personality and capacity necessary to achieve its objectives. It enjoys financial and administrative independence and is owned by the Government of the Emirate of Ajman. The financial, administrative, and human resources regulations applied in the government do not apply to the University.

The University has a Board of Trustees that fully oversees its work and activities as well as its academic, administrative, financial and technical affairs.

The preamble abovementioned is an integral part of this document, in the light of which its articles shall be interpreted.

Policy

Article 2 Composition of the Board

1. The Board of Trustees shall consist of no less than five members, including the Chairman and Vice Chairman, all of whom shall be selected from individuals with competence and experience in the academic or scientific field and any other related fields, for a period of three renewable years.
2. The Trustees shall be appointed and removed by an Amiri Decree issued by the Ruler of the Emirate of Ajman.
3. The Board shall continue to perform its duties upon the expiration of its term, until the issuance of an Amiri decree renewing the term or reconstituting the Board.
4. The Board may choose from its members to form an executive committee that considers and decides on urgent matters which cannot be postponed until the Board's meeting, provided that the decisions issued by this committee are immediately presented to the Board in its next meeting.
5. The Chair, Vice-Chair and members of the Board of Trustees do not receive any financial compensation from the University for their membership in the Board of Trustees.
6. The Chancellor of the University must attend board meetings and participate in the proceedings, unless the board decides otherwise, without having a counting vote.

Article 3 Duties and Power of the Board

- A. The Board shall be the supreme authority in the University, while taking into consideration the competencies of the concerned federal authorities. The Board is authorized to supervise all University businesses, activities, and academic, administrative, financial, and technical affairs necessary to achieve its objectives and ensure its independence. To this end, the Board shall have the following duties and powers:
1. Appointing the University Chancellor, evaluating his performance on annual basis, terminating his contract, and accepting his resignation at any time.
 2. Approving the University's policies.
 3. Approving the University's Board Bylaws.
 4. Approving and periodically reviewing the institution's mission and vision statements.
 5. Approving the University's strategic plan, developmental and operational plans, and monitoring and evaluating their implementation post-approval.
 6. Approving the criteria for the selection and appointment of faculty members in the University, as well as approving criteria for their performance evaluation, promotion systems, and disciplinary actions.
 7. Adopting the human resources policies for non-academic staff.
 8. Periodically discussing self-evaluation reports provided by the Chancellor for quality assurance.
 9. Evaluating the University's performance on all academic, administrative, financial, and technical aspects, as well as approving the annual report on the University's work and achievements.
 10. Approving the academic and professional degrees granted by the University.
 11. Approving the academic majors and educational programs for each academic degree granted by the University, as well as merging them and cancelling them.
 12. Approving the policies, regulations, and conditions for admitting students, and the rules and procedures for following up on their educational journey, expelling them, reregistering them, and graduating them.
 13. Approving the academic, examination, and evaluation system for each academic program.
 14. Approving the procedures and rules for academic programs provided outside the University or provided using untraditional methods for education.
 15. Approving tuition fees collected by the University for all majors.
 16. Approving the suspension of admittance to some majors in accordance with approval and quality assurance standards.
 17. Approving the University's organizational structure, financial, administrative, academic, and technical regulations, bylaws, and policies, as well as the standards, regulations, and rules for investing University funds.
 18. Approving the standards for accepting donations, grants, and aid granted to the University, as well as sponsoring inside activities in accordance with the effective legislations in the country.

19. Approving the annual budget proposal and annual balance sheet proposal of the University.
 20. Appointing an external auditor for the University and approving the report provided by him.
 21. Establishing branches or offices for the University within or outside the Emirate of Ajman.
 22. Approving some other languages in teaching or training, in addition to Arabic and English, if the nature of some of the approved educational programs so calls for.
 23. Deciding on any other matters that the Chair or the Chancellor may refer to the Board of Trustees.
 24. Securing financial resources to support the University's goals adequately.
 25. Adopting standards, controls and rules for investing University funds.
 26. Evaluating its own effectiveness on annual basis and using that evaluation for continuous improvement.
- B. The Board can seek the help of experts and professionals in order to provide a report or consultation regarding any matter presented to it.
- C. The Board can delegate any of its powers, stated in paragraph (A) of this Article, to the Chairman or executive committee referenced in paragraph (4) of Article (2) herein, provided that the delegation is in writing, and is limited in time and subject matter.
- D. The Board can form sub-committees to assist it in carrying out assignments, provided that the Board identifies the tasks and powers of the committee under the formation decision issued to form it.

Article 4 Chairman Powers

The Chairman is entrusted with the following powers to carry out the tasks:

1. Directing the Board and managing the meetings, and issuing all decisions and recommendations approved by the Board.
2. Supervising the implementation of the general policy and strategic, developmental, and operational plans of the University post-Board approval.
3. Representing the Board in international, regional, and local meetings.
4. Approving and signing loan transactions and Murabaha agreements from banks and financial institutions and mortgaging University-owned real estate. He is also authorized to cancel the mortgage.
5. Without prejudice to the powers of the Chancellor under Amiri Decree n. (14) of 2023, the Chair of the Board is authorized to specify the financial powers of the Chancellor and authorization limits of approved signatories at Ministries and other private and public bodies (including but not limited to banks and other financial institutions), provided that the provisions of Amiri Decree No. (14) of 2023 and its amendments are taken into consideration. He is authorized to make and issue all necessary decisions, directives and letters in this regard without having to refer to the Board.
6. Approving and signing any and all facility offer letters proposed by banks.
7. Approving and signing any and all types of personal guaranty contracts including but not limited to corporate guarantee, suretyship, and issuing any letter in this regard to the Bank or any other financial institution.
8. Issuing all regulations, academic, administrative, and financial systems, and the organizational structure of the University post-Board approval.

Article 5 Delegating the Authorities of the Chair

The Chairman can delegate any of his powers stated in Article 4 to the Vice Chairman, or any member of the Board, provided that the delegation is in writing, and is limited in time and subject matter.

Article 6 Authorities of the Vice Chair of the Board

The Vice Chair of the Board shall undertake the following:

1. Performing the duties of the Chair of the Board of Trustees in the event of the Chair's absence.
2. Overseeing the University and representing it before all parties and institutions, and representing the Board when delegated with such representation.
3. Other authorities delegated by the Chair of the Board.

Article 7 Delegating the Authorities of the Vice Chair

The Vice Chair of the Board may delegate to the appropriate person or persons the authorities mentioned in Article 6, provided that the delegation is written, time-bound and objective.

Article 8 Duties of the Secretary of the Board

The Secretary of the Board of Trustees is appointed by the Chair. S/he shall be one of the administrative employees of the University, and shall undertake the following:

1. Assisting the Chair and the Vice Chair of the Board of Trustees in following up the decisions and instructions issued by the Board; and ensuring their implementation in conformity with these Bylaws.
2. Preparing the agenda of the meetings of the Board of Trustees according to the instructions of the Chair or Vice Chair.
3. Preparing invitations for the meetings of the Board of Trustees according to the instructions of the Chair or Vice Chair.
4. Drafting of the minutes of the Board's meetings and sending copies to all Board's members.
5. Informing the Board of any suggestions relating to the development and amendment of the rules and regulations of the Board and the University.
6. Supervising the documentation and archiving work of all documents issued by the Board.

Article 9 Board Meetings

1. The Board shall hold a meeting by an invitation from the Chairman, or Vice Chairman in the event the Chairman is absent, at least once every (6) months or as needed. The meeting shall be deemed valid in the presence of most members, provided that the Chairman or Vice Chairman is present.
2. The Chairman shall select a secretary from the administrative body who shall be in charge of sending invitations to the Board members and those invited by the Chairman, the secretary is also responsible for recording the minutes of those meetings and the Chairman's decisions and recommendations, as well as documenting and preserving his documents and papers.
3. It is recommendable to send the invitation and agenda of the meeting to the Trustees at least fourteen days in advance.

4. Board members can also participate in meetings through visual and audio communication means, provided that it is recorded in meeting minutes.
5. Each meeting of the Board shall be minuted. The minutes shall include the names of attending members, a summary of discussions and the decisions and recommendations taken. The minutes of meeting shall be signed by the meeting's Chair and the Board Secretary. A final signed copy shall be sent to each Trustee by the Secretary.

Article 10 Decisions of the Board

1. Board decisions shall be issued by a majority of the votes of the members present at the meeting, and in the event of a tie, the vote of the head of the meeting shall prevail, and his decisions and recommendations shall be recorded in minutes signed by the head of the meeting and the secretary.
2. In special cases assessed by the Chairman, the Board can make decisions by passing them, provided that the reasons for such decisions are recorded in the minutes of the following meeting.

Article 11 Proposals for Decisions

Proposals for decisions may be submitted by any Trustee to the Board Secretary at least three weeks before the meeting of the Board.

Article 12 Appointment and Removal of Board Members

1. In case a Trustee seat is vacant, the Chair or Vice Chair may propose new Trustee candidates who shall be appointed by an Amiri Decree.
2. A Trustee may be removed from the Board by a recommendation of the Board and approval of the Ruler of Ajman, by an Amiri Decree.

Article 13 Holding Multiple Positions

It is prohibited to hold the following positions at once:

1. Chancellor and Board Chairman or Board member, head, or member of a sub-committee affiliated with the Board.
2. University employee and Board member.

Article 14 Budget and Balance Sheet

1. The University shall have its own annual budget approved by the Board based on the Chancellor's proposal, which shall be prepared in accordance with the financial regulations adopted by the Board.
2. The University shall have an annual balance sheet approved by the Board, which shall be prepared in accordance with the financial regulations adopted by the Board.

Article 15 Financial Resources

A. The financial resources of the University shall consist of the following:

1. Tuition and training fees.
2. Research grant allocations and profit from consultations provided by the University.
3. Assess revenue and University investments.
4. Donations, grants, allowances, contributions, and rewards, as well as Board-approved wills and endowments that align with the University activities, without contradicting the policies and legislations of the country.
5. Any other Board-approved resources.

B. The financial resources of the University shall be utilized for the administration of its affairs, financing its projects, and supporting its educational and research activities, and advancing the University to improve the quality and competence of its educational offerings.

Article 16 Real Estate and Assets

By approval of the Board and a decision of the Chairman, the University is entitled to own real estate and assets of all types, and to invest in all authorized fields in accordance with the effective regulations and legislations, as well as to establish companies or contribute to them, and to carry out all legal acts necessary to do so.

Article 17 University Accounts and Fiscal Year

1. In organizing its accounts and records, the University shall apply the principles and standards of internationally recognized and Board approved accounting standards.
2. The fiscal year of the University shall start on the first day of September of each calendar year, and it shall end on the thirty-first day of August of the following calendar year.

Article 18 External Auditor

1. The Board shall appoint an external auditor for the University and define his fees, his powers shall be the following:
 - a. Reviewing University accounts and investigating the compliance with the implementation of the adopted regulations and bylaws, and he shall submit an annual report to the Board in regard to this matter.
 - b. Viewing all University financial records and ledgers, documents, and other related papers, the auditor is also entitled to request the clarifications he deems necessary to complete his task.
2. The University administration should enable the auditor to carry out his mission, and he is entitled to include any obstructions preventing him from carrying out his mission in his report to the Board.

Article 19 Conflict of Interest

1. It is not permissible for the Chairman, any Board members, Chancellor, any employee holding a managerial position in the University, or any of their relatives up to the second degree, to have a direct or indirect personal interest in agreements, contracts, projects, and investments in which the University is a party, unless that personal interest was announced, and the Board approved in writing to implement it. Additionally, it is not permissible for a person with a personal interest to participate in the Board meeting, the voting, or the decision making regarding that matter.
2. Before holding the first meeting, the Chairman, Vice Chairman, and Board members shall sign an acknowledgment to confirm that they have read and acknowledged the adopted provisions and policies for governance and prohibition of conflict of interest, and each of them shall confirm in said acknowledgement their commitment to accurately comply with the mentioned provisions and policies during the period of carrying out their assignments under their positions.

Article 20 Committees

The Board shall form the following standing committees, and may, whenever necessary, establish other ad-hoc committees. No one member shall be Chair of multiple committees. The financial sustainability and audit committees shall be separate and distinct. Board committees can include one or two non-voting members who are not members of the Board but have expertise in specific areas. They can be from within or outside the University.

Membership

Each Committee shall consist of at least three members of the Board of Trustees. The Committee shall be convened on invitation by the Chair of the Committee.

Quorum and Decisions

A quorum for the conduct of business of each Committee shall consist of at least half the Committee members along with the Chair attending.

The decisions of the Committees shall be passed by a majority of the votes of the members present in the meeting. In case the votes are equally divided, the side which the President of the meeting supports shall prevail. The decisions and recommendations shall be recorded in minutes signed by the Chair and the Secretary.

Executive Committee

Duties and Responsibilities

The Executive Committee is established to carry out urgent affairs of the Board of Trustees during intervals between Board meetings, as necessary. The committee can also provide support and counsel to the Board of Trustees in implementing its decisions and overseeing the various operations in the University. It shall have the immediate management of the urgent affairs of the University between the meetings of the Board. The Committee shall be chaired by the Vice Chair of the Board.

Committee for Academic Affairs

Duties and Responsibilities

The Committee for Academic Affairs shall oversee the University curricula and academic programs, the implementation of the University vision, the development of faculty members, the quality of academic programs, and the support of academic activities.

The Committee shall undertake the following duties and responsibilities:

1. Overseeing the formulation and review of regulations and policies related to academic programs.
2. Overseeing the academic support programs including the development of faculty and staff.
3. Making recommendations to the Board of Trustees with respect to the faculty promotion system.
4. Reviewing periodic reports which reflect academic programs' targets, organization, implementation and finance.
5. Overseeing the preparation of the following topics related to the agenda of Board of Trustees:
 - a. Updating and cancelation of academic programs.
 - b. Conferring academic degrees.
 - c. Creation of academic units.

Committee for Financial Sustainability

Duties and Responsibilities

The Committee for Financial Sustainability shall oversee the University's short-term and long-term financial affairs. It shall also support the University in its fundraising efforts.

The Committee shall undertake the following duties and responsibilities:

1. Reviewing the University's annual budget and tuition fees and submitting them to the Board of Trustees for approval.
2. Overseeing the University policies for financial affairs and recommending their approval.
3. Recommending to the Board of Trustees on matters pertaining to finance, business, human resources, etc.
4. Collecting sufficient funds for the enhancement of the quality of the University activities that are not included in the budget.
5. Providing consultancy regarding endowments, the planning of long-term investments, and risk evaluation.
6. Providing a balanced investment frame for endowment targets and market investment opportunities.
7. Monitoring investment performance and measuring investment targets.

Committee for Financial Audit

Duties and Responsibilities

The Committee for Financial Audit is in charge of overseeing financial reporting, review and approval of accounting and risk management policies, oversight of external auditors, and regulatory compliance.

The Committee shall undertake the following duties and responsibilities:

1. Reviewing and recommending approval of the accounting policies of the University.
2. Reviewing and recommending approval of the risk management policies of the University.
3. Providing oversight of external auditors. It shall review and recommend the appointment and dismissal of external auditors.
4. Establishing the terms of the independent auditors' engagement.
5. Reviewing and commenting on the adequacy of the University's financial disclosure and internal controls.
6. Reviewing and recommending the annual financial statements to the Board for approval.
7. Overseeing the University's compliance with regulatory requirements.

Committee for Community Engagement

Duties and Responsibilities

The Committee for Community Engagement shall provide advice to the Board of Trustees and make recommendations on matters relating to community engagement with all relevant stakeholders.

The Committee shall undertake the following duties and responsibilities:

1. Advising on the development of University's community engagement goals, priorities and projects.
2. Reviewing and recommending approval of community engagement policies.
3. Monitoring and reviewing the implementation of community engagement projects and activities.
4. Facilitating and promoting effective community engagement links between the University and external constituents.
5. Making recommendations to the Board of Trustees to foster community engagement.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	12 /07/ 2007	Formation of Board of Trustee	Amiri Decree
V1.1	23 /04/ 2012	Board reshuffle	Chair of The Board
V1.2	25 /12/ 2017	Revised – Higher Management role and responsibilities	Chair of The Board
V 1.3	06/09/2021	-Revised as per the new Board of Trustees Bylaws -Removed AU Cabinet role and responsibilities	Office of OIPE
V 1.4	21/06/2023	Minor change – specified that the Chancellor and Board Self-Evaluation is conducted annually.	Office of OIPE
V 1.5	28/05/2024	Updated as per the revised Board of Trustees Bylaws	Office of OIPE

Board of Trustees Conflict of Interest Policy

Policy Owner(s)	Board of Trustees	Responsible Office	Office of the Chancellor
Approved By	Chair of the Board of Trustees	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy provides guidance to help ensure that when actual or potential conflicts of interest arise, the University has a process in place under which the concerned Board member will advise the Board Chair about all the relevant facts concerning the situation.

Scope

This policy applies to the Ajman University Board of Trustees.

Definitions

Conflict of Interest: A conflict of interest may arise if supporting any action or decision of the Board by a member may be incompatible with the expected duty to the institution and its constituencies, and may result in any financial gain for the member, or the member's family or friends. The conflict of interest may bias or compromise the judgement, decisions or actions of the Board members.

Disclosure of Conflicts: To clearly and promptly disclose any potential conflict of interest to the Chair of the Board and refrain from participating in discussions and voting on all matters relating to an actual or perceived conflict of interest.

Statement

The Board members are subject to the Board of Trustees Conflict of Interest Policy. This policy provides details of expected behaviors of Board members which are intended to protect the University from any external influence. The Board members will act in a manner consistent with their fiduciary responsibilities to the University. The Board members will place the University's interests ahead of their personal interests. The Board members will exercise their powers and duties in the best interests of the Board and the University and for the public good.

Policy

1. The Board of Trustees as well as their first or second-degree relatives shall not have any direct or indirect personal interest in the agreements, contracts, projects or investments to which the University is a party, unless clearly disclosed and approved in writing by the Board of Trustees. The person who has a personal interest shall not be entitled to attend the meeting of the Board of Trustees or participate in the voting or decision-making process.
2. Any Board member who is unsure as to whether or not a conflict may exist in any matter shall request that the Board resolve the question by majority vote in his or her absence.
3. The minutes of such meetings where a conflict has been identified shall reflect that a disclosure was made and that the concerned Board member recuse him/herself when such matters are being discussed and voted upon.



4. The Chair, Vice-Chair and members of the Board of Trustees shall sign a declaration in which they pledge that they are fully aware of the governance provisions and policies and the prohibition of conflict of interest adopted by Ajman University. They shall also assert through this declaration their commitment to abide by the aforementioned provisions and policies in the course of their duty.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	18/08/2021	Initial Policy	Chancellor
V 1.1	06/08/2024	In accordance with the Board-approved BOT Bylaws (Article 19), this policy has been renewed without changes.	OIPE

Board Performance Evaluation Policy

Policy Owner	Chancellor	Responsible Office	Office of the Chancellor
Approved By	Board of Trustees	Effective Date	March 2023
		Next Review Date	March 2026

Introduction

Acknowledging the benefits associated with an accountable, comprehensive and self-reflective assessment of how the Board exercises its responsibilities, the Board establishes this policy on board evaluation. By taking this action, the Board recognizes the importance of effectively fulfilling its responsibilities and commits to annually evaluating its performance towards achieving the specified goals, with the ultimate aim of accomplishing the mission of Ajman University.

Principles

The Ajman University Board of Trustees adopts the following principles to guide and inform the Board's self-evaluation process:

1. The evaluation process shall focus on strengthening and ensuring accountability to achieve effective board performance.
2. The evaluation process shall reinforce a clear and common understanding of Board roles and responsibilities.
3. The evaluation process shall be anonymous and adheres to the principles of integrity, reliability, transparency and accountability.
4. The evaluation process shall contribute towards improving the efficiency and effectiveness of the Board meetings.

Evaluation Process and Timeline

Annual Board Evaluation:

The Board of Trustees will annually assess its own performance towards its roles and responsibilities through the following process:

1. The Executive Committee of the Board of Trustees will be responsible for initiating the Board of Trustees' Self- Evaluation process.
2. Under the guidance of the Executive Committee of the Board of Trustees, the Office of Institutional Planning and Effectiveness (OIPE) shall prepare the self-evaluation questionnaire.
3. The Board of Trustees shall review the self-evaluation questionnaire prior to its distribution to ensure that the questions address areas of interest to the board.
4. The rapporteur of the Board of Trustees shall be responsible for distributing and gathering the self- evaluation questionnaire to/from each individual Board member.
5. The self-evaluation process is conducted annually.
6. A summary of the results of self-evaluations shall be included as an agenda item for review and appropriate action at the following meeting of the Board of Trustees.

7. The results of the self-evaluations will be maintained with the rapporteur of the Board of Trustees.

Use of Self-Evaluation Results for Continuous Improvement

The AU trustees are committed to excellence in performing their duties and ensure continuous improvement. The results of the board self-evaluation process will provide the Board with an opportunity to identify its strengths and areas in which it may further improve its functioning, and set the stage for strategic improvements. The ultimate goal of the self-evaluation is to continually improve the University's overall performance for the benefit of its students, employees, and all other stakeholders.

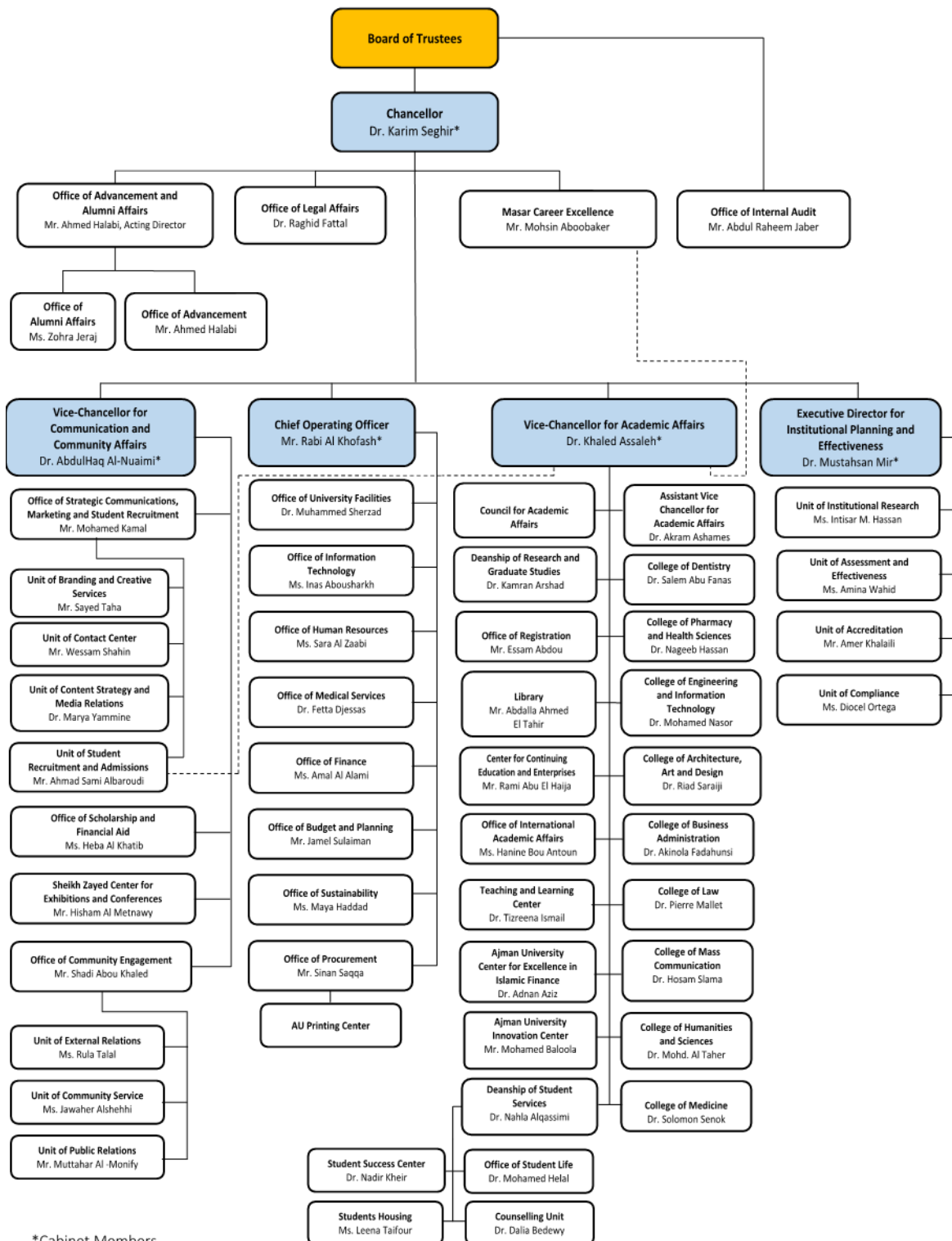
Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Chancellor is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the BOT's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	01/03/2023	Initial policy	Office of Chancellor

AU Organization Chart Approved by the Board of Trustees on 22 May 2024



University Cabinet

Policy Owner(s)	The Cabinet	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date (revised)	August 2024
		Next Review Date	August 2027

The University Cabinet is mandated to provide strategic advice on matters crucial to AU's mission, strategies, and operations. It also serves as a platform to ensure frequent and effective dialogue and information sharing among Cabinet's members about AU key issues, strategic planning, future projects, and unexpected issues that might affect campus life. The Cabinet also facilitates the achievement of the University's academic and administrative visions and strategic objectives. The Cabinet includes the Chancellor, the Vice- Chancellor for Academic Affairs, the Vice-Chancellor for Communication and Community Affairs, the Chief Operating Officer, and the Executive Director for Institutional Planning and Effectiveness. The Cabinet meets at least twice a month.

The Chancellor

The Chancellor is appointed by the Board of Trustees and is conferred with the authority and accountability to conduct effective decision-making and management of the University as set forth in AU Bylaws.

The positions that report directly to the Chancellor are as follow: Vice Chancellor for Academic Affairs (VCAA); Vice Chancellor for Communication and Community Affairs (VCCCA); Chief Operating Officer (COO); the Executive Director of Institutional Planning and Effectiveness; the Legal Advisor; the Executive Director of Development and Alumni Affairs; and the Director of Masar Career Excellence. The Internal Auditor is reporting administratively to the Chancellor.

The Vice-Chancellor for Academic Affairs (VCAA)

The Vice Chancellor for Academic Affairs is responsible for overseeing the academic programs and the hiring, promotion, granting contracts, performance appraisal and development plans for faculty members. The VCAA also administers the process of performance review of deans and heads of departments. In addition, the VCAA oversees the Library, the Office of Registration, the Deanship of Research and Graduate Studies, the Deanship of Students Affairs, the Center for Continuing Education and Enterprises, the Teaching and Learning Center, the Center for Excellence in Islamic Finance, Ajman University Innovation Center, and the Office of International Academic Affairs.

The VCAA chairs the Council for Academic Affairs, which meets at least once every month. In addition, the VCAA holds one-to-one follow-up meetings with college deans, the Registrar, the Dean of Research and Graduate Studies and the Dean of Students Affair. Additionally, a number of standing committees provide recommendations to the office of the VCAA, supporting the effort to ensure shared governance. Membership typically includes representatives of colleges and administrative and service units.

The Vice-Chancellor for Communication and Community Affairs (VCCCA)

The Vice Chancellor for Communication and Community Affairs is responsible for building internal and external relationships with the ultimate goal of significantly increasing community engagement and student recruitment. This includes responsibility for overseeing admissions, community engagement, marketing, student recruitment, scholarships and financial aid at AU.

The VCCCA is responsible for the development of communication plans and strategies that encompass social media, website content and design, messaging, marketing and branding activities. The Strategic Plan focuses on the implementation of a broad range of public relations activities relative to the strategic direction of the University and upholds strong relationship with media executives that contribute to informing and influencing the public opinion.

Vice-Chancellor for Financial and Administrative Affairs (VCFAA)

The VCFAA serves as a strategic advisor on financial, administrative and support policies and procedures. The COO recommends financial objectives, policies, programs and practices that ensure a sound financial structure for the University. The VCFAA also oversees the development of policies, programs and practices that will ensure a sound administrative structure, and is responsible for developing a long- term sustainable economic model, which ensures the viability of the University. The VCFAA provides management oversight for financial planning, budgeting and budget analysis, accounting and business operations, financial control and reporting, procurement and stores activities, medical services, information technology, human resources management of the administrative staff members, campus maintenance and development, risk management, environmental health and safety, and facilities operation.

Vice-Chancellor for Institutional Planning and Effectiveness (VCIPE)

The VCIPE is responsible for establishing and ensuring evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University. He oversees the Units of Institutional Research, Assessment and Effectiveness, Accreditation, and Compliance. The VCIPE also heads the Assessment Planning Committee (APC) for assessment planning as well as Institutional Effectiveness Committee (IEC) that is tasked with implementing the assessment and evaluation processes at all levels in the University and ensuring continuous quality improvement.

The VCIPE is also responsible for international institutional accreditations as well as international accreditations of various academic programs. The VCIPE ensures that the institution licensure is maintained with the Commission for Academic Accreditation (CAA) of Ministry of Higher Education and Scientific Research and all programs maintain their accreditation with the CAA. Furthermore, the VCIPE is in charge of various rankings of the University. The VCIPE presents the results of institutional research to the higher management to support evidence-based planning and decision making. The VCIPE oversees the development of annual operational plans (AOPs) of all units in the University as well as the implementation and assessment of AU's strategic goals. He heads the Strategic Plan Monitoring Committee (SPMC).

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V1.1	3/09/2021	This policy has been extracted from the BOT Policy and has been updated as per the new Organization Chart.	OIPE
V1.2	29/09/2022	Minor changes on Cabinet members responsibilities	OIPE
V1.3	14/08/2024	Minor updates based on the updated Organization Chart	OIPE
V1.3	30/05/2025	Minor updates on designations	OIPE

Standing Committees

Policy Owner(s)	The Cabinet	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Council for Academic Affairs (CfAA)

The Council for Academic Affairs (CfAA) oversees the development and implementation of the University's education strategy and is responsible for driving the development of the University's academic portfolio and associated academic policies. The CfAA shall meet at least once per month during a regular semester and a quorum of at least 60% of its members is required for the CfAA conduct of business.

Terms of Reference

- To lead the strategic academic development of the University's portfolio and ensure that associated academic policies are implemented consistently and effectively;
- To explore opportunities and initiate the development of academic programs;
- To advise on any matter related to academic affairs;
- To monitor and report annually on the implementation of the academic plan;
- To review, revise, and develop, as necessary, university-wide academic regulations, including but not limited to the Academic Schedule, Registration, Programs of Study, Examinations, and Academic Dishonesty.

Membership

- Vice Chancellor for Academic Affairs (Chair)
- Vice Chancellor for Institutional Planning and Effectiveness (Member)
- All College Deans (Members)
- Dean of Research and Graduate Studies (Member)
- Dean of Student Services (Member)
- The Registrar (Member)

Curricular and Study Plans Committee (CSPC)

The Curricular and Study Plans Committee (CSPC) is mandated to oversee the development of existing programs and the introduction of new ones. Moreover, CSPC ensures that curriculum development and review are consistent with the approved processes and are undertaken in full compliance with the educational policies of the University. The CSPC shall meet at least twice per semester and a quorum of at least 60% of its members is required for the CSPC conduct of business.

Terms of Reference

The Curricular and Study Plans Committee:

- Receives and reviews curriculum guidelines that have been approved by the deans;
- Supervises the curricula of all majors offered by AU Colleges to keep abreast with innovations in different disciplines and to ensure quality;
- Ensures that content of degree programs complies with the policy and goals of the University;
- Develops, with the parties concerned, delivery systems and assessment instruments that measure programs effectiveness;
- Ensures that all degree programs offered by the University meet the accreditation and re-accreditation requirements;
- Represents an academic and intellectual platform for exchanging ideas, enriching experiences and improving practices.

Membership

- Senior faculty member appointed by the VCAA (Chair)
- Representatives from College of Pharmacy and Health Sciences (Members)
- Representatives from College of Dentistry (Members)
- Representatives from College of Medicine (Members)
- Representatives from College Engineering and IT (Members)
- Representatives from College of Architecture, Art and Design (Members)
- Representatives from College of Business Administration (Members)
- Representatives from College of Humanities and Sciences (Members)
- Representatives from College of Mass Communication (Members)
- Representatives from College of Law (Members)

Institutional Effectiveness Committee (IEC)

The Institutional Effectiveness Committee (IEC) is headed by the Executive Director of OIPE who reports to the Chancellor. It has two co-chairs, one responsible for academic units and the other for non-academic units. The IEC has a mandate to ensure institutional effectiveness and continuous quality improvement in all (academic and non-academic) areas in accordance with local and international accreditation standards. The IEC members act as Institutional Effectiveness (IE) coordinators in their respective colleges/units. The IEC shall meet at least twice per semester and a quorum of at least 60% of its members is required for the CGS conduct of business.

Terms of Reference

- Support the University's commitment to continuous improvement by establishing and implementing assessment means as an ongoing and integral part of AU culture with clear emphasis on quality in its programs and services;
- Foster a culture of evidence-based decision-making and continuous improvement using assessment results for closing the loop;

- Work with deans, heads of departments, directors and managers to develop systematic planning and evaluation processes;
- Provide assistance and guidance to all academic and non-academic units in their assessment processes.
- Ensure that learning and programs outcomes (for academic units) and goals (for non-academic units) are aligned with the University's mission, vision and strategic goals;
- Stimulate and guide the enhancement of AU assessment infrastructure and processes;
- Work with the senior administration and the Office of Budget and Planning to ensure efficient allocation of resources for implementing plans as per assessment findings.

Membership

- Executive Director, Office of Institutional Planning and Effectiveness (Head)
- Two senior faculty members appointed by the Chancellor (Co-Chairs)
- Faculty representative from College of Engineering and IT (Member)
- Faculty representative from College of Architecture, Art and Design (Member)
- Faculty representative from College of Mass Communication (Member)
- Faculty representative from College of Business Administration (Member)
- Faculty representative from College of Pharmacy and Health Sciences (Member)
- Faculty representative from College of Dentistry (Member)
- Faculty representative from College of Medicine (Member)
- Faculty representative from College of Law (Member)
- Faculty representative from College of Humanities and Sciences (Member)
- Faculty representative from the Unit of General Studies (Member)
- Two representatives from Office of Institutional Planning and Effectiveness (Member)

Council of Research

The Council of Research has been established under the Deanship of Research and Graduate Studies (DRGS). The main purpose of Council of Research is to develop policies and procedures to significantly enhance the quality, relevance, volume, and impact of research carried out at Ajman University (AU). The Council of Research shall meet at least twice per semester and a quorum of at least 60% of its members is required for the Council of Research conduct of business.

Terms of Reference

- To review and make recommendations in matters related to promoting excellence in research and scholarly work;
- Foster a vibrant and stimulating research ecosystem at AU;
- Increase the number of faculty members publishing in peer-reviewed high-quality journals;
- In collaboration with colleges and departments, define research targets and extend support to achieve these targets;
- Develop and implement an effective internal funding mechanism to provide research grants to faculty in all colleges;

- Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses;

Encourage multidisciplinary research among various colleges and departments;

- Enhance the research culture at AU by organizing the annual Research Day and other activities including research awards for outstanding faculty and students;
- Assist colleges in organizing national and international scientific conferences;
- Assist and oversee the operation of College Research Committees in all colleges to promote and encourage multi-disciplinary research activities between colleges;
- Promote the culture of research at undergraduate level;

Membership

- Dean of Research and Graduate Studies (Chair)
- Heads of Colleges Research Committees (Members)

Environment, Health and Safety Committee (EHSC)

The EHSC was established to ensure that occupational environment, health & safety policies, procedures and processes are in place and appropriately implemented, and their effectiveness is monitored and evaluated regularly for continuous improvement.

Terms of Reference

The committee's mandate includes the following:

- Monitor the effectiveness of safety arrangements at AU and make recommendations to the EHS Officer;
- Assist the EHS Officer in inspection and investigation where specialist knowledge is required;
- Receive accident and incident reports and initiate actions and control measures according to the findings;
- Enhance the awareness of AU community about health and safety issues;
- Conduct monthly meetings to discuss the safety related issues, update the environmental health and safety manual when deemed necessary, and submit relevant suggestions and recommendations to the COO for approval.

Membership

- Sustainability Manager of Office of Sustainability (Chair)
- Manager of Medical Services
- Manager of Office of University Facilities
- Senior Officer, Employee Relations, Office of Human Resources

Sustainability Committee

Ajman University's (AU) Sustainability Committee was established with a multifaceted purpose aimed at driving positive change towards a more sustainable future. This includes providing high-level guidance and leadership on sustainability matters, fostering collaboration and integration of sustainability principles (Environmental, social and economic) across the University, and promoting innovation and action to reduce

the University's environmental footprint. Additionally, the committee will focus on educating and engaging the University community members, advocating for sustainability efforts with external stakeholders, and establishing a system for monitoring progress and reporting achievements. Through its comprehensive approach, the AU Sustainability Committee aims to empower the University community members to become leaders in sustainability, contributing to a more sustainable future for the region and the world.

Mandate

- 1- Strategic Oversight and Goal Setting
- 2- Sustainability Promotion and Initiatives
- 3- Policy and Advocacy
- 4- Monitoring and Reporting:
- 5- Committee Composition

Additional information is accessible at <https://sustainablecampus.ajman.ac.ae/en/campus/sustainability-committee>.

Membership

- Chief Operating Officer, Office of Chief Operating Officer- Chair
- Sustainability Manager, Office of Sustainability - Member
- Head of Interior Design, College of Architecture, Art and Design - Member
- Faculty, College of Dentistry, Member
- Senior Procurement Officer, Office of Procurement - Member
- Administrative Assistant, Office of Sustainability- Rapporteur
- A student representative (TBA)
- An alumni representative with experience in sustainability practices (TBA)

Institutional Planning Council (IPC)

The Committee is mandated to develop effective plans for AU to become stronger, safer and more agile in the post-COVID world. In addition, IPC is to monitor the implementation of the Strategic Plan of the University, periodically assess its progress, and make recommendations to the Cabinet on the development of the next strategic plan. It shall also recommend short-term institutional plans and priorities and ensure that the annual budget allocations reflect the approved institutional plans.

Role and responsibilities

- Monitor the implementation of the Strategic Plan.
- Prepare an annual report on the progress towards achieving the goals of the Strategic Plan.
- Perform a mid-term review of the Strategic Plan based on feedback from various stakeholders.
- Based on the effectiveness of the current Strategic Plan and feedback from various sources, make recommendations to the Cabinet regarding the next Strategic Plan.
- Recommend institutional priorities and plans to the Cabinet on an ongoing basis.
- Ensure that the annual budget allocations appropriately reflect the institutional plans and priorities as approved by the Cabinet.
- Seek the involvement of University community in the planning process.
- Prepare an annual assessment report on the effectiveness of IPC.

Membership

- Chancellor, Chair
- Vice-Chancellor for Academic Affairs
- Executive Director of OIPE
- Chief Operating Officer
- Executive Director of Development and Alumni Affairs
- Dean of Student Services
- Head of Student Success Center
- Head of the Biomedical Engineering Department
- Manager of Teaching and Learning Center
- Head of Management Department
- Manager of Medical Services
- Lecturer of the College of Pharmacy and Health Sciences

The IPC shall oversee 8 planning committees with specified roles and responsibilities, as explained below. Each of these committees will present their recommended plans to IPC for review and approval. Each committee shall seek input from diverse stakeholders about future planning and development. And, all committees are authorized to form subcommittees as needed. All planning committees, with full support of IPC, will play an instrumental role in developing effective plans for AU to become stronger, more sustainable and more agile. Their input will also constitute a significant part of AU's new strategic plans.

1. Academic Planning Committee:

Role and Responsibilities: Establish alternative modes of educational and research to help AU pursue its mission in a sustainable way. The Committee is responsible for enrollment management, new programs, enriching the learning experience, developing learning resources, improving research and intellectual contributions, etc.

2. Operations Planning Committee:

Role and Responsibilities: Prepare an efficient, productive, sustainable, and responsible set of operations needed to help AU serve its mission. The Committee is responsible for evaluating and recommending a new set of operations that include human resources, facilities, safety and other support services.

3. Student Services Planning Committee:

Role and Responsibilities: Prepare for the most effective student learning experience – teaching, research and co-curricular activities – within a sustainable, stimulating, and inclusive environment.

4. Digitization Committee:

Role and Responsibilities: Guide, facilitate, and inspire digital transformation at AU. The Committee is responsible for spearheading the digitization strategy as well as its implementation across academic and administrative operations and services.

5. Communication and Outreach Planning Committee:

Role and Responsibilities: Explore new ways of communication, community engagement, and marketing that are consistent with the forecasted needs of the future. Responsibilities include evaluation and implementation of new student recruitment plans, cutting-edge internal and external communications, and community engagement initiatives.

6. Fundraising and Development Committee:

Role and Responsibilities: Explore sustainable fundraising and development opportunities necessary to support AU's mission in the new era.

7. Financial and Budget Planning Committee:

Role and Responsibilities: This committee is concerned with short- and long-term financial planning and projections as well as monitoring of expenditure and financial performance. It is also mandated to foster plans for financial development adequate to support the University's mission, to improve institutional effectiveness, and to assure financial stability.

8. Strategic Plan Monitoring Committee:

Role and Responsibilities: Monitor the achievement of strategic goals based on yearly scorecards analysis; and, make recommendations to various committees (based on institutional research) to improve future planning.

Council for Graduate Studies (CGS)

The Council for Graduate Studies has been established under the Deanship of Research and Graduate Studies (DRGS). The main purpose of the Council of Graduate Studies (CGS) is to ensure excellence in graduate teaching and learning. The CGS shall propose and set the uniform guidelines for all graduate programs offering at AU, make proposals to enhance the effectiveness of existing graduate programs, to assess the suitability of new graduate programs and promote AU graduate programs locally, regionally and internationally. The CGS shall meet at least twice per semester and a quorum of at least 60% of its members is required for the CGS conduct of business.

Terms of Reference

- To review and make recommendations in matters related to promoting excellence in graduate studies;
- Ensure consistency and compliance of all graduate programs with relevant policies;
- Continually enhance the quality and relevance of existing graduate programs;
- Encourage initiation of new graduate programs reflecting global trends and catering to local and regional market needs;
- Assist colleges in recruiting outstanding graduate students through graduate scholarships and awards from internal as well as external sources;
- Cooperate with colleges in developing joint graduate programs with international academic institutions.

Membership

- Dean of Research and Graduate Studies (Chair)
- One representative from each Graduate Program (Members)

Financial and Budget Planning Committee (FBPC)

This committee is concerned with short- and long-term financial planning and projections as well as monitoring of expenditure and financial performance. It is also mandated to foster plans for financial development adequate to support the University's mission, to improve institutional effectiveness, and to assure financial stability.

Terms of Reference

- Allocates the University budget in accordance with the strategic objectives and prioritization processes;
- Develops and reviews, as necessary, policies supporting short- and long-term financial planning;
- Identifies the University's academic and fiscal priorities;
- Assists in the preparation of the University Budget through consultation with Deans and Managers, and by reviewing budgetary issues with them;
- Submits recommendations to the Chancellor prior to finalizing the annual budget;
- Introduces any proposed changes to the budget and the budget system.

Membership

- Senior faculty member appointed by the Chancellor (Chair)
- Director, Office of Finance (Member)
- Manager, Office of Budget and Planning
- Faculty Representative (Member)
- Representative, Graduate Student (Member)
- Senior Procurement Officer, Office of Procurement (Member)
- Academic Support (Rapporteur)

Research Ethics Committee (REC)

A Research Ethics Committee (REC) has been formed under the Deanship of Research and Graduate Studies (DRGS) to provide independent and competent advice to researchers and professionals on the extent to which proposals of research studies comply with recognized ethical standards and accordingly grant ethical approval of research proposals submitted by AU faculty.

All research work conducted at AU that requires ethical approval for research activities must obtain an approval letter from the REC before initiating research. This requirement is applicable to both funded and non-funded research projects. The REC shall meet at least twice per semester and a quorum of at least 60% of its members is required for the CGS conduct of business.

Terms of Reference

- Develops and provides guidelines and forms needed for ethical approval of research proposals submitted by Ajman University faculty that contain animal and/or human subjects or involve systematic data collection from human subjects using established research methodologies;
- Ensures research integrity by identifying potential concerns at an early stage;
- Promotes awareness and understanding of ethical issues and good conduct in research;
- Reviews all applications in need of ethical approval and issues approval letters to the applicants that satisfy the research ethics criteria of the REC;
- Prepares an annual report at the end of each academic year for submission to the Dean of Research and Graduate Studies. The report includes the number of applications received, their classifications and final decisions.

Membership

- Senior faculty member approved by the VCAA (Chair)
- Two faculty representatives from College of Pharmacy and Health Sciences (Members)
- Two faculty representatives from College of Dentistry (Members)
- Faculty representative from College of Law (Member)

Faculty Accountability Committee

This committee is established to investigate cases of the faculty misconduct referred by the Chancellor. This committee shall meet upon the invitation of the Chair of the Faculty Accountability Committee.

Membership

- Faculty, College of Business Administration, Chair.
- Faculty, College of Humanities and Sciences, Co-Chair.
- Faculty, College of Mass Communication, Member.
- Faculty, College of Dentistry, Member.
- Faculty, College of Architecture, Art and Design, Member.
- Office Manager, Office of Vice Chancellor for Academic Affairs, Member and Rapporteur.

Outbound Exchange Scholarship Committee

This committee is established to develop criteria, selection processes and procedures, disseminate them among faculty and students, as well as screening and selecting the recipients of the Scholarship.

Staff Disciplinary Committee

The Disciplinary Committee shall handle the violations committed by staff members. In line with the Staff Disciplinary Policy, the committee shall examine the facts referred by the Chancellor or his representative, and shall submit the recommendation to him. The complainant normally submits the complaint to the Manager of the Office of Human Resources, who in turn directly and confidentially submits it to the Chancellor.

Terms of Reference

1. The Committee shall meet at the invitation of the Chairman, and its meetings shall be valid in the presence of at least three members, including the Chairman or the Vice-Chairman.
2. The Committee's recommendations shall be issued upon the consent of the majority of the members present in the meeting, and in case the votes are equally divided, the side which the Chairman or in his absence the Vice-Chairman supports shall prevail.
3. Recommendation of disciplinary action for sanction shall not be imposed against any staff unless the investigation confirms the complaint and proves that an offence has been committed. The recommendation shall be written and documented, but its duration shall not exceed thirty working days - if possible.
4. The staff against whom the complaint is filed shall be allowed to respond to all the facts attributed to him/her, and the recommendation of disciplinary action for sanction shall be reasoned.

5. The procedures for considering complaints shall be duly documented through the minutes of meetings. The staff concerned, the complainant or any interrogated person shall read their statement in the minutes of the meeting and sign all its pages. If any of them fail to sign, their refusal shall be documented at the end of the minutes of the meeting, and their refusal does not result in the nullity of the investigation or record.
6. If the staff concerned, the complainant or any interrogated person does not speak Arabic, a University translator selected by the Committee shall be hired to provide translation services.

Membership

- Manager, Office of Procurement, Chair
- Manager, Continuing Education Center, Co-chair
- Legal Advisor to the Chancellor, Member
- Acting Manager, Office of Human Resources, Member
- Translator/Editor, Office of Marketing and Communication, Member
- Rozana Aleikish, Office of International Academic Affairs, Member and Rapporteur

Student Disciplinary Committee

The mandate of this committee is to apply the current approved Student Discipline bylaws to disciplinary cases referred by the Chancellor and Deans regarding various kinds of violations and in particular exam violations.

Membership

- Faculty, College of Pharmacy and Health Sciences, Chair.
- Faculty, College of Humanities and Sciences, Co-Chair.
- Faculty, College of Law, Member.
- Faculty, College of Medicine, Member.
- Faculty, College of Business Administration, Member.
- Administrative Officer, Office of Student Life, Member and Rapporteur.

University Development Council (UDC)

The University Development Council is established with the following mandates:

- Assist in attracting financial resources to support students, faculty and program development activities and to enhance the facilities of the University.
- Identify fundraising priorities for the University.
- Identify and enlist the help of other potential volunteers and play an active role in development work, stewarding current and prospective donors to the University.
- Enhance the engagement of alumni and friends of the University.

Academic Planning Committee

This committee is mandated to establish alternative modes of educational and research to help AU pursue its mission in a sustainable way. The Committee is responsible for enrollment management, new programs,

enriching the learning experience, developing learning resources, improving research and intellectual contributions, and so on.

Operations Planning Committee

This committee is established to prepare an efficient, productive, sustainable, and responsible set of operations needed to help AU serve its mission. The Committee is responsible for evaluating and recommending a new set of operations that include human resources, facilities, safety and other support services.

Students Services Planning Committee

This committee is established with the mandate to prepare for the most effective student learning experience – teaching, research and co-curricular activities within a sustainable, stimulating, and inclusive environment.

Digitization Committee

This committee is established with the mandate to guide, facilitate, and inspire digital transformation at AU. The Committee is responsible for spearheading the digitization strategy as well as its implementation across academic and administrative operations and services.

Communication and Outreach Planning Committee

This committee is established with the mandate to explore new ways of communication, community engagement, and marketing that are consistent with the forecasted needs of the future. Responsibilities include evaluation and implementation of new student recruitment plans, cutting-edge internal and external communications, and community engagement initiatives.

Diversity, Equality and Inclusion Committee

The Diversity, Equality and Inclusion Committee has a mandate to implement and advise on policies, programs, and training related to diversity, equity, and inclusion. This committee will guide and guard our commitment to a welcoming environment for people from all places and cultures.

Fundraising and Development Committee

This committee is established with the mandate to explore sustainable fundraising and development opportunities necessary to support AU's mission in the new era.

Strategic Plan Monitoring Committee

This committee is established with the mandate to monitor the achievement of strategic goals based on yearly scorecards analysis; and making recommendations to various committees (based on institutional research) to improve future planning.

Faculty Advisory Council

The Faculty Advisory Council is established with the mandate to provide advice and consultation to the Chancellor on matters of general concern to the faculty pertaining to the welfare and effectiveness of the University. This Advisory Council will be used as an open forum to address academic issues and concerns, and to explore avenues for new and innovative change, unimpeded by organizational hierarchy.

Committees at College and Departmental Levels

Each College and Department has some standing committees whose members are appointed by the Deans and Heads of Departments. These include College Councils and Departmental Councils. With the recent establishment of the Office of Institutional Planning and Effectiveness, each college was required to form a College Effectiveness Committee (CEC) and each Department has now formed an Assessment and Continuous Improvement Committee (ACIC). The IEC, CECs and ACICs work in harmony to ensure that assessment and continuous improvement becomes an integral part of evidence-based planning and development carried out at all levels in AU. In addition to various standing committees, there are a number of ad-hoc committees formed at college and department level.

Advisory Board

The Advisory Board is established to ensure involvement of distinguished academicians and business/industry leaders in strategic decision making in each AU College.

General Education Program Council (GEP)

This council is established with the mandate to implement a strategic plan for the General Education Program to better comply with CAA standards and requirements of international accreditation boards.

International Academic Affairs Committee

This committee is established with the mandate to oversee internationalization initiatives.

AU Event Management Committee

This committee is established with the mandate to manage AU's major events and to ensure quality control in implementing the relevant university strategic projects.

Thamer's Fund Committee

This committee is established as part of our social responsibility towards AU students. The committee has the mandate to provide AU needy students with a financial aid to help them pursue their higher education.

Staff Affairs Committee

The Staff Affairs Committee promotes all matters pertaining to staff development. It shall review policies and initiatives pertaining to the professional development, responsibilities, rights, and compensation of administrative staff members and make recommendations to the Chancellor.

Medical Insurance Committee

The committee's mandate is to evaluate cases that are not covered by the medical insurance and make recommendations to the COO on the suggested course of action.

Staff Recognition Committee

The committee's mandate is to receive and evaluate nominations of Managers and Deans on the outstanding staff to be recognized and celebrated.

Staff of the Month Committee

The mandate of the Staff of the Month Committee is to support AU's Staff Recognition Program, in particular the Staff of the Month Award. This award is given as a recognition from Ajman University of the staff's exemplary dedication, distinguished administrative skills and excellent achievements.

Terms of Reference

1. In line with AU's Staff Recognition Program Policy, the committee shall evaluate the shortlisted nominations for the Staff of the Month Award.
2. The primary criteria of evaluating the nominated staff shall be the extraordinary achievements and contributions that exceed the normal job duties and performance expectations as stipulated in the Job Description and lead to enhancing the quality of work at their colleges/ offices during the previous three (3) months.
3. The Committee shall review all nominations by voting, and reports the best five (5) nominated staff members to the Chief Operating Officer (COO) before the 25th of every month.
4. The COO presents the results to the University Cabinet before the 30th of every month. The final selection decision shall be taken by the University Cabinet. After discussions in the Cabinet, the final decision shall be taken by the Chancellor.

Membership

- Director, Office of Strategic Communication, Marketing and Student Recruitment (OSCMSR), Chair
- Head of HR Operations, Office of Human Resources, Co-Chair
- Senior Student Recruitment Officer, OSCMSR, Member
- Senior Accreditation Officer, College of Business Administration, Member
- Career Service Officer, Masar Excellence, Member
- Administrative Officer, Office of the Chancellor, Member, Rapporteur

Procurement Committee

The committee's mandate is to:

- Look into the financial and technical aspects of purchase requests and examine the technical reports prepared by the concerned committees of faculties and administrations.
- Ensure that the purchase procedures are neutral, transparent and observant of competitiveness and quality.
- Open the envelopes of tenders and bids.

- Look into complaints filed by suppliers and contractors and the recommendations regarding the incurred penalties and compensations, as well as the full or partial relief of delay penalties.

In accordance with the Policy on Policies, each college/office is required to periodically review and determine whether any of its policies and procedures require revision, replacement, or suspension. The policy owner prepares a first draft of the new policy or suggested revisions in an existing policy, based on an inclusive process, including feedback from various stakeholders, and submits through the online system (ors.ajman.ac.ae)/email to the Office of Institutional Planning and Effectiveness (OIPE) and the University's legal advisor for their review. Once the policy assessment is finalized, the new or revised policy must be approved by the Chancellor and the Board of Trustees (BOT). After approval, the policy is published by the OIPE and communicated via circulars and AU website by the policy owner to all concerned parties in the University. All policies are required to be reviewed and revised as necessary at least once every three years by the policy owner in coordination with the OIPE.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	19/09/2010	Formation of Standing Committees	The President
V 2.0	17/07/2016	New committees and review of existing ones	Interim Chancellor
V 2.1	24/07/2017	Committees restructure and creation of new committees at college and department level	The Cabinet
V 2.2	28/02/2021	Updated Committees and Membership	The Cabinet
V 2.3	12/10/2021	Added Diversity, Equality and Inclusion Committee, and Staff Recognition Committee with Staff of the Month Committee	Office of the Chancellor
V 2.4	12/10/2021	Minor change – members list	Office of Institutional Planning and Effectiveness
V 2.5	14/08/2024	Added the Sustainability Committee	OIPE

Policy on College and Department Councils

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

This policy defines the terms of reference and operating procedures for the College and Department Councils in all Colleges of Ajman University (AU).

Scope

This policy applies to faculty, staff, students, Heads of Departments and College Deans.

Definitions

Academic Staff:

Academic staff at Ajman University refers to professionals employed by the institution to fulfill teaching, research, and administrative roles. These individuals hold diverse ranks such as professor, associate professor, assistant professor, principal lecturer, senior lecturer, lecturer, senior instructor/senior clinical instructor, instructor/clinical instructor and assistant instructor/assistant clinical instructor, with each rank carrying specific responsibilities and expectations tailored to AU academic programs and objectives. It also includes any other new academic ranks established by the university.

Simple Majority and Quorum: A quorum is needed in order to take any official action in the College/Department Council. The Quorum and simple majority are met by 50% of the full College/Department Council Membership.

Statement

The College Council functions under the leadership of the College Dean. It makes recommendations and takes actions, as required, regarding all academic and administrative matters concerning the College and its Departments. It develops strategies in alignment with the institutional strategies and contributes towards achieving the mission of the University. The Department Council deals with all academic and administrative matters related to the Department and takes appropriate decisions to fulfill its responsibility towards its faculty, staff and students. It also makes recommendations to the College Council on curriculum, accreditation activities, faculty, and other related matters. The following terms of reference stipulate the authority, duties and responsibilities of the two Councils.

Terms of Reference

College Council

The College Council oversees the academic, administrative, and financial matters of a College in accordance with the University by-laws, policies and procedures. It is the primary governing body of the College. The

College Council is chaired by the Dean and is responsible to ensure that the mission of the College and the University are effectively achieved. The College Council, in addition to making its own decisions and recommendations, reviews the recommendations made by the Department Council(s) and takes appropriate actions. It also makes some important recommendations to the Council for Academic Affairs (CfAA), chaired by the Vice Chancellor for Academic Affairs. Similarly, it deliberates on relevant issues raised in the CfAA meetings and takes appropriate actions and disseminates important information.

Role of the College Council

1. Approve the strategy and mission of the College and monitor their implementation.
2. Support and advise the Dean of the College in the strategic leadership aspects of the College.
3. Review and make recommendations regarding the adoption, alignment, and achievements of the College's planning documents, including, but not limited to:
 - Accreditation Self-Study Reports
 - Educational Plan
 - Annual Business Plan
 - Annual Operational Plan
 - Annual Budget
4. Review and approve recommendations from the College's committees and Department Councils.
5. Provide counsel in matters as requested by the College Dean.
6. Facilitate communication and appropriate involvement of all members of the College community.
7. Assist in disseminating and interpreting policies and procedures to the appropriate constituent groups.
8. Organize and track the flow of information between and among College decision-making groups.
9. Establish rules of order and other processes to be used by the College Council and various participatory governance committees in the deliberation of College issues related to shared governance.
10. Review and make recommendations on enhancing and sustaining quality assurance and institutional effectiveness practices in all academic programs and research of the College.
11. Ensure the review and appropriate use of the findings of CEC and other committees and task forces for the improvement of academic programs, research and student learning outcomes.
12. Review and make recommendations on academic programs and support services to improve student achievements.
13. Make recommendations to the Council for Academic Affairs (CfAA) in accordance with the decisions of the Council. It also discusses relevant issues raised by the CfAA in its meetings and acts accordingly.

Council Members:

- Dean of the College (Chair)
- All associate or vice deans, as applicable
- Department Chairs and Program Coordinators/Directors

- Faculty representatives, as determined by the Dean
- One assistant instructor/instructor/senior instructor, as determined by the Dean
- Student representatives, as determined by the Dean

Operating Procedures:

- The College Dean shall chair the College Council. In the absence of the Dean, the Vice-Dean or another member of the College Council, as nominated by the College Dean, shall chair the College Council.
- Nominations to the College Council for faculty and student members shall be made annually and membership shall be for one academic year with the possibility of renewal. A member who resigns during their appointment may be temporarily replaced in such a way as the Chair of Council may determine. The College Council shall ratify this decision at its next meeting.
- The College Council shall meet biweekly during the two regular academic semesters. Additional meetings may be held at the discretion of the College Dean or at the request of three or more members of the College Council. Members should be notified of the meeting date at least three days in advance unless the meeting is called for urgent matters. The meeting is deemed invalid unless a quorum is reached.
- The College Dean (Chair) shall determine agenda priorities. Issues brought to the College Council may originate with any individual or standing committee, and by the Department Councils.
- Any Council member may bring an item as "Other." If an agenda item is refused, the member may bring the item to the Council and request that it be placed on a subsequent meeting agenda.
- Recommendations will be approved by a simple majority. In case of a tie, the Chair's side shall prevail.
- During vacations, and only in urgent matters that cannot be postponed, the powers of the College Council shall be vested in the Dean of College, who shall report actions taken to the next meeting of the College Council.
- The following may be invited to attend a Council meeting without voting rights:
 - College Secretary
 - Other members of faculty or College staff
 - Other persons as College Council may see fit, for example representation from the Students' Council or College's committees.
- The College Council shall ensure accurate and appropriate documentation, archiving and dissemination of the College Council meetings and recommendations. The College Council secretary, nominated by the Council Chair, shall formally record all meeting minutes.

Department Council

Each academic Department has a Council that is formed of all its academic staff. The Department Council shall be chaired by the Head of the Department (HoD). When deemed necessary, the Chair may invite student representatives who shall have no voting rights. The Department Council has the authority over the educational, research, and administrative affairs, based on the University's By-laws, policies and procedures.

Role of the Department Council

1. It shall discuss and make appropriate decisions regarding all academic and administrative matters related to the proper functioning of the Department, in line with the University policies and procedures.
2. It shall review, discuss, and take appropriate action on reports submitted by the Curriculum Committee, Assessment and Continuous Improvement Committee (ACIC), CEC and other standing or ad-hoc committees.
3. It shall discuss and approve the teaching load assignment of faculty for each semester.
4. The Council may form standing or ad-hoc committees of its members in the deliberation of department issues.
5. The Department Council may suggest or recommend to the College Council study plans, initiation of new programs, accreditation activities, and prepare proposals on any matter referred to it by the Dean.
6. Assign a Department's member to a particular task related to the Department.

Operating Procedures

- The Head of Department (HoD) shall chair the Department Council. In the absence of the HoD, another member of the Department Council, as nominated by the HoD, shall chair the Department Council.
- The Department Council shall meet biweekly during the two regular academic semesters. Additional meetings may be held at the discretion of the Chair or the request of three or more members of the Council. Members should be notified of the meeting date at least three days in advance unless the meeting is called for urgent matters. The meeting is deemed invalid unless a quorum is reached.
- The Chair shall determine agenda priorities. Issues brought to the Council may originate with any individual or standing committee. Any such issue shall be placed on the agenda. Any Council member may bring an item as "Other." If an agenda item is refused, the member may bring the item to the Council and request that it be placed on a subsequent meeting agenda.
- Recommendations will be reached by a simple majority. In case of a tie, the Chair's side shall prevail.
- During vacations, and only in urgent matters that cannot be postponed, the powers of the Department Council shall be vested in the HoD, who shall report actions taken to the next meeting of the Department Council.
- The Council shall ensure accurate and appropriate documentation, archiving and dissemination of the Department Council meetings and recommendations. The Council secretary, nominated by the Council Chair, shall formally record all meeting minutes.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	30/03/2021	New Policy	Vice Chancellor for Academic Affairs
V 1.1	05/04/2024	General minor updates	Vice Chancellor for Academic Affairs

Institutional Planning Policy

Policy Owner	Executive Director - OIPE	Responsible Office	Office of Institutional Planning and Effectiveness (OIPE)
Approved By	Chancellor	Effective Date	February 2023
		Next Review Date	February 2026

This policy describes the systems and responsibilities for establishing the strategic direction and planning processes at Ajman University (AU) that will support the accomplishment of institutional goals and achieving its mission.

Purpose

The purpose of planning is to help the University's academic and non-academic units focus on opportunities for growth and improvement, in alignment with University's strategic initiatives, and promoting its mission, vision, and values. The strategic priorities of the University are integrated within its long-term strategic plan and short-term operational plans.

Policy Statement

Ajman University's mission, vision and strategic plan are approved by the Board of Trustees (BOT). These are reviewed near mid-term in the context of continuous improvement based on regular assessment and evaluation. After the completion of four years of the existing strategic plan, a thorough review process is initiated in preparation of the next strategic plan. For reviewing the mission, vision, and strategic plan, the Chancellor shall appoint an ad-hoc or standing committee of the University to assist in leading the review. The ad-hoc or standing committee shall receive and review the chancellor's guidelines and prepare a draft based on extensive meetings and focus groups with all stakeholders of the University including alumni, employers, partners, parents, faculty, staff and students. Once the draft is finalized and approved by the Chancellor and the AU Cabinet, it will be submitted to the BOT for its approval. To demonstrate alignment with the University's Strategic Plan, a short-term Annual Operational Plan (AOP) is required from each academic and non-academic unit, and budget allocation is contingent on evidence that the requested resources are aligned with the University's Strategic Goals.

Planning

The Strategic Plan will be developed, reviewed, shared, and updated according to the following processes:

1. The planning process will usually commence at the beginning of the final six-month period covered by the current Strategic Plan.
2. The process will be led by the Chancellor and may be conducted as an internal process, or with the assistance of external facilitators/consultants.
3. It shall be an inclusive process involving all AU stakeholders including alumni, employers, partners, parents, faculty, staff, and students.
4. A five (5) years strategic plan, after approved by the AU Cabinet, shall be submitted to the Board of Trustees to be formally approved.
5. Once approved by the Board, the Strategic Plan will be made available to all AU stakeholders.

6. The Strategic Plan will require each AU academic and non-academic unit to develop a short-term Annual Operational Plan (AOP) to demonstrate alignment with the University's Strategic Plan. The AOPs are developed and implemented each year.
7. Budget allocation is contingent on evidence that the requested resources are aligned with the University's Strategic Goals.
8. AU Cabinet and subsequently the Board of Trustees undertake two years after the implementation of the Strategic Plan a major review to determine if some necessary changes are required. All stakeholders are involved in the review process.
9. Soon after the completion of fourth year of the Strategic Plan, AU initiates the preparation and development of the next iteration. The process begins with a systematic review of outcomes, and culminates with a robust assessment process to close the loop.
10. In the fifth and final year, the University undergoes a major review of the Mission, Vision and Goals. Upon completion of the assessment and reviews, the strategic planning cycle begins anew with future strategic goals, objectives, KPIs and targets.

Responsibilities

The Chancellor, as the Chief Planning Officer, is ultimately responsible for the overall planning process of the University. The Chancellor shall form an ad hoc task force to lead the process of development of strategic plan. The task force shall engage the Office of Institutional Planning and Effectiveness (OIPE), as it is the central player in assessment and implementation of the AU Strategic Plan within the context of organizational effectiveness.

OIPE plays a vital role in providing relevant, pertinent and timely information for development and assessment of strategic and operational plans at units and the university level. To this end, the OIPE has formed a high-level Assessment Planning Committee (APC) that comprises of the OIPE Executive Director and two co-chairs of Institutional Effectiveness Committee (IEC). The APC is responsible for planning, directing, and monitoring the assessment, continuous improvement, and evidence-based planning and budgeting across all units in the University. The IE coordinator for each college is the head of College Effectiveness Committee (CEC) and shall provide support and guidance to all Assessment and Continuous Improvement Committees (ACICs) at the department levels. The roles and responsibilities of two co-chairs of the IEC members, for academic and non-academic units, as well as for Institutional Effectiveness (IE) Coordinators are given in details in the Quality Assurance Manual.

Budgeting and Resource Allocation

AU has developed a systematic process for budgeting and resource allocation. About six months before the start of every academic year, which is also the start of the new financial year, heads of all academic and non-academic units are required to submit their Business Plans, using specific templates, to the Office of Budget and Planning. The Business Plan summarizes all manpower and budget requirements for the next academic/financial year and provides information about new hiring plans, operational expenses, capital expenditure, major initiatives to be taken, and other development plans. The Business Plans are prepared in accordance with the strategic priorities set by the higher management. The Planning and Budgeting Committee (PBC) shall review each Business Plan keeping in view the strategic priorities and University's Strategic Plan, in order to ensure that budget and resources are efficiently and effectively allocated across all units of the University. The PBC shall discuss these Plans with corresponding unit heads, and make recommendations to the higher management concerning budgeting and resource allocation. The budget, once approved by the Cabinet, is presented to the Board of Trustees for its review and approval.

Evaluation and Effectiveness of Units

The Institutional Effectiveness Model developed by Ajman University will be followed consistently for assessment and evaluation of all academic and non-academic units leading to continuous quality improvement through closing the loop with the ultimate aim of achieving the strategic goals and the mission of the University. Each year the University shall carry regular assessment and evaluation of all Units by using a variety of assessment tools. The effectiveness results shall assess the Units level of efficiency in meeting their objectives and shall contribute in defining remedial and improvement action to academic programs as well as administrative and support services. They also contribute in revising the Mission, Vision, and Goals of AU, if so required. The Quality Assurance Manual illustrates the process of assessment and quality enhancement at AU and also provides guidance to academic, administrative/supporting departments for developing and implementing their assessment plans for continuous improvement. At the end of the academic year, all units submit their assessment and effectiveness reports to OIPE.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy to identify internal mechanism and guide resources allocation	University Central Committee
V 2.0	2/01/2019	New Planning Policy with focus on 5 years strategic plan	Executive Director - OIPE
V 2.1	19/02/2020	Minor change in the Policy Statement – Frequency of review (4 years and mid-term)	Executive Director - OIPE
V 2.2	06/02/2023	The policy has been reviewed and no changes required.	Executive Director - OIPE

Operations Risk Management Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of COO
Approved By	Chancellor	Effective Date	January 2025
		Next Review Date	January 2028

Purpose

This policy aims at identifying the probability of having negative consequences of certain incidents that might occur during the normal course of operations and thus clarifying the set of controls, activities and actions in place to control AU's business continuity with regards to such risks. Each activity or task carries some element of risk. Therefore, it is imperative to have a proper risk management policy to identify and tackle risks that may affect the functioning and outcomes of various business operations, tasks and activities.

Scope

This policy shall cover operational risks pertaining to fiscal resources, information technology, facilities, and occupational health and safety.

Policy Statement

This operations risk management policy serves as an institutional framework that provides guidelines to monitor and track possible risk factors that might cause disruptions to the smooth functioning of business operations, and thus hinder the fulfillment of the University's mission or strategic goals. The AU risk management policy is tailored around Ministry of Education standards and the CAA requirements.

A number of risk factors can affect the proper delivery of University's key business activities and support services. All potential risk factors are grouped into one of the following risk categories:

1. Financial Risks
2. Information Technology Risks
3. Facilities and Infrastructure Risks
4. Environmental Health and Safety Risks

Financial Risk Management

Purpose

This section identifies, evaluates, and mitigates the negative impact of different sources of financial risks which may expose the University to potential losses of financial resources or fluctuation of financial performance. Therefore, a structured methodology is established and adopted by the University to regularly identify such risks, evaluate the negative financial impact of certain events, decide their significance and adopt the best risk mitigation strategies to deal with such risks.

Financial Risk Identification

1.1.1. Credit Risk

Credit risk is the risk that an external party to a financial instrument will fail to meet an obligation, causing the University to incur a financial loss.

1.1.2. Liquidity Risk

Liquidity risk is the risk that the University will encounter difficulties in raising funds to meet its liabilities when they become due.

1.1.3. Interest Rate Risk

The University is exposed to interest rate risk on its interest bearing assets and liabilities; namely fixed deposits, medium-term loan and borrowings.

1.1.4. Accounts Receivable Risk

While the University balances between the interests of all stakeholders, certain special situations faced by some students can justify granting them credit facilities by postponing the payment of due balances or accepting settlements by post-dated cheques or scheduled installments. The accounts and cheques receivable risk is identified by the overdue customer balances, cheques receivable and scheduled installments with the probability that such amounts are becoming uncollectible.

1.1.5. Business Risk

Business Risk involves the risk of declining revenues due to decrease in number of students or prices, or the uncontrolled increases in expenditures during the normal course of business activities, which will ultimately affect the financial performance and the ability to meet certain requirements to ensure smooth running of operations.

Budget Insufficiency Risk This risk involves the risk of running short of budget due to declining revenues related to potential drop in student enrollment/ decreasing demand on certain programs, or due to uncontrolled increases in expenditures or financial losses during the normal course of business activities which might be caused by uncontrollable circumstances such as fire, theft, claims by third parties for damages or losses, which will ultimately affect the University's ability to meet its obligations.

1.1.6. Compliance Risk

This is the risk of not conforming to financial rules, regulations, standards and laws. This mainly includes the risk of not complying to VAT regulations, general pension, social security regulations and financial reporting standards.

1.1.7. Human Resources Risk

Some risks are associated with human resources management function during the normal course of operations, including lack of compliance to applicable legal rules and regulations, improper performance of job duties and responsibilities assigned to staff members that would negatively impact the quality of work and achievement of goals and objectives, and failing to adapt to recent trends in the business environment.

1.1.8. Procurement Risk

Some risks that can be associated with procurement function from financial perspective may include lack of a strategic perspective of the procurement activities; failing to maintain viable relationships with key vendors,

discontinued availability of supply sources for some key products and services that add critical value to work, lack of proper and timely communications with other units related to key projects, contracts, events and activities which can cause delays in providing the necessary supplies, equipment and tools, or price disadvantages due missing the benefits of bulk buying.

Financial Risk Evaluation and Mitigation Methodology

1.1.9. Credit Risk

Financial assets, which potentially subject the University to concentration of credit risk, consist principally of the current bank accounts and deposits/ saving accounts. The University mitigates its credit risk with regard to the bank deposits throughout:

- a) Dealing with high credit quality financial institutions, in addition to conducting continuous review of the financial institution's credibility, considering the trade-off between the benefits obtained from dealing with certain financial institution and the credibility risk involved.
- b) Extra available funds are invested in short-term fixed deposits that don't exceed 1-year maturities and over several maturity dates carefully distributed throughout the year to ensure satisfying any urgent needs for cash to meet operational requirements while avoiding the liquidation of such deposits before the maturity date and thus losing the expected returns.
- c) The University's management is continuously evaluating its investment credit risk to ensure that the credit risk related to bank accounts lies within an acceptable range.

1.1.10. Liquidity Risk

To mitigate such risk, the management ensures the availability of diversified funding sources along with continuous monitoring of liquidity sufficiency on regular basis.

- a) Regular cash flow forecasting serves as a key indicator of future cash sufficiency, which helps providing an early alarm pertaining to any anticipated liquidity problems.
- b) Cash safety margin must be maintained, that is equivalent to a minimum of (2) times total monthly operating expenses.
- c) Availability of easily accessible funding sources; either through equity or debt sources, which should be maintained in order to quickly raise necessary funds to meet any financial obligations and ensure smooth running of operations.
- d) Reliable and sustainable relationships with banks and other financial institutions should be maintained to facilitate providing the necessary funds within a short period.

1.1.11. Interest Rate Risk

To mitigate the risk of having lower rates on deposits or higher rates on term borrowing in light of the changes in interest rates prevailing in the market, the University's financial management should:

- a) Keep diversified ranges of maturities of its deposits, which allows quick reaction according to changes in the market rates.
- b) This method also reduces the exposure to the risk of losing the part or the whole returns on such deposits due to potential early liquidation of the deposits to meet emerging spending requirements.
- c) In addition, the University should regularly conduct a continuous revaluation and analysis of the market rates to maximize interest revenues on deposits and minimize interest expenses on borrowings.

1.1.12. Accounts Receivable Risk

The accounts receivable risk is mainly involved with amounts due from students, sponsors, tenants and other customers. The University mitigates the accounts receivable risk throughout:

- a) Continuous review of the aging of accounts receivable balances, identification of those old accounts with high probability not to be collected, setting strict internal controls and procedures, and seeking to reach to settlements with parties having accumulated old receivable balances.
- b) Tracking the amounts of bounced cheques, their value dates, and taking needful actions towards collecting such overdue balances.
- c) In addition, the University should implement strict measures prior to accepting cheques as an option to settle due accounts receivable, throughout reducing their maturity periods to the minimum, and keeping updated customer profiles to provide a readily available history of cheque collection, enabling to take informed credit facility decisions in the future.
- d) The University should continuously find sustainable funding sources throughout different fundraising activities that aim to provide financial assistance to help needy students to settle their due balances; thereby mitigating the negative financial impact of default accounts.
- e) Setting credit limits for customers, students and sponsors, and continuously monitoring the overdue balances as well as the outstanding receivables. The credit limits should be reviewed on regular basis to avoid accumulation of large balances of accounts receivables.
- f) System controls should be also put in place to easily identify accumulated balances and alert the finance team to take necessary action towards collection.
- g) The collection of Post-Dated Cheques (PDC's) is done as a guarantee against the collection of outstanding receivables. However, accepting such PDC's should be subject to approvals in view of the credit history, with maturity dates that should not exceed a period of 6 months.
- h) Sufficient allowances for doubtful debt are taken as a reserve to face any future losses due to uncollectible accounts, thus ensuring the stability of financial performance. The management must ensure that such allowances are sufficient and provide reasonable coverage of doubtful debt to avoid material loss or fluctuation of the financial performance.

1.1.13. Business Risk

To avoid the potential negative impact on financial performance and the ability to meet certain requirements, and to ensure smooth running of operations, several approaches and techniques should be adopted by the University's management to mitigate the different types of business risks, as follows:

- a) The University's management should follow a continuous improvement approach as a methodology to mitigate such risks, throughout continued efforts that aim at improving the quality of academic programs; studying the dynamic market needs for new knowledge areas, and introducing new academic programs that fulfill such needs and stimulates sustainable growth in business activities.
- b) The planning and budgeting process also helps addressing the key business risks involved in different business activities, and the level of uncertainty that is inherent in the planning process. The annual budget preparation cycle illustrates how the University plans for the future and provides the optimal allocation of resources as needed to achieve AU's strategic goals and objectives.
- c) An in-depth planning and financial feasibility prior to launching any new academic program or investing into other expansion projects must be conducted. By adopting such approach, the University will be able to expand its students' base and diversify the revenue generating activities

while minimizing the business risks involved in such activities and being well-prepared for any potential financial surprises that may interrupt operating activities.

- d) To better manage the other risk factors inherent in operations, the University mitigates the negative impact of some potential events that rest outside the control of AU management, by enrolling into several insurance policies. These include:

i. Fidelity Insurance Policy:

To indemnify AU against any loss sustained by any act of fraudulent action or misuse of University resources by any employee who's dealing with cash amounts.

ii. Public Liability Insurance Policy:

To indemnify AU against any loss due to the legal liability arising from running different business activities, where AU may become legally liable to pay for compensation in respect to accidental bodily injury to third parties or accidental losses or damages to third party's property.

iii. Money Insurance Policy:

To indemnify AU against any loss of cash amounts and the cost of any related damage that is associated with any theft or attempted theft during the normal course of business activities.

iv. Property All Risks Insurance Policy:

To indemnify AU against any loss caused by any incident or event that exposes AU's properties and its contents to losses or damages suffered as a result of the occurrence of common hazards, such as fire, building destruction, or damage of any insured contents.

v. Public Liability Insurance – Internship Activities:

To indemnify AU against any legal liabilities towards any third party, including students, in respect of personal accidents and/or property damage arising out of internship activities of students in the medical fields, who are exposed to high risks of lab materials; pharmacy, dentistry and clinical training activities, either on-campus or outside.

Budget Insufficiency Risk This involves the risk of running short of budget due to declining revenues due to potential drop in student enrollment, decreasing demand on certain programs, or due to uncontrolled increases in expenditures or financial losses that might be caused by uncontrollable circumstances such as fire, theft, claims by third parties for damages or losses, which will ultimately affect the financial performance and the ability to meet certain requirements to ensure smooth running of operations. To avoid falling into budget insufficiency risk, the following steps must be taken:

- a) All revenue and expense estimates shall be based on clear assumptions that reflect a systematic methodology of estimation of the main/ leading accounts.
- b) Continuing improvement of the annual budget preparation cycle to ensure its ability to predict any potential challenges in advance and take necessary remedial measures to ensure optimal allocation of resources as needed to achieve the strategic goals and objectives.
- c) Maintain a contingency fund to provide necessary funding for any unplanned or emergency spending needs. The contingency fund should be estimated as a percentage of the annual operating spending budget or as a lump sum amount that is based on certain trends or historical utilization of such fund.
- d) Maintain positive cash flows with excess free cash flows to support all expansion projects and maintain the extra funds into short term/ low risk bank deposits, thus providing stable and sustainable source of funding to easily satisfy all short and long term operational spending requirements.

- e) Conduct in-depth planning and financial feasibility prior to launching any new academic program or investing into other expansion projects.
- f) Utilize the budget reallocation techniques so that in case allocated funds are insufficient to cover requested expenses, the respective unit should try to reallocate funds between different budget line items in the unit's own approved annual budget. This reflects reconsideration of priorities that might lead to postponing some less important planned activities in order to satisfy some other more demanding requirements.
- g) Consider additional budget allocations, unless it's possible to transfer between the budget line items of a specific unit or to cover the shortage from the contingency fund. Additional budget allocations can be requested, while clearly stating the reasons for such additions. Such additional budget allocations can be approved by the Office of Budget and Planning in case the requested expenses will generate additional revenue which is not budgeted for (i.e. event or activity). In case the additional expense does not result in generating additional revenue, then the request shall be approved by the Board of Trustees.

1.1.14. Compliance Risk

The following steps can be taken to mitigate the compliance risk:

- a) Provide a continuing learning and professional development opportunities to the team directly involved in VAT and GPSSA filing, financial reporting and all related rules, regulations and standards.
- b) Adoption of proper system setup, automated processes and other internal control measures to ensure accurate calculations and reporting along with review and validation practices.
- c) Conduct regular awareness sessions for other users from Office of Finance and other units.
- d) Conduct regular consultancy and health check sessions by specialized consultants to ensure that all processes and reports are fully compliant with applicable regulations and financial reporting standards.
- e) Participation in related workshops, conferences and seminars and maintaining viable relationships with contacts from other peer institutions within the higher education sector.

1.1.15. Human Resources Risk

The following steps shall be taken to mitigate the risks associated with human resources:

- a) Conduct continuous training and professional development courses to familiarize staff members about the labor law and regulations, train them on change management and how to successfully adapt to the rapid changing environment.
- b) Conduct regular surveys to obtain feedback from staff members on different business related matters, ideas and suggestions to help addressing necessary changes that might be needed within the workplace environment.
- c) Set clear objectives for staff members along with expected level of skills and competencies, and conduct regular performance appraisal to identify the achievement of such objectives and the training needs that help them meet their performance targets.
- d) Standardize the job descriptions and regularly update them to suit evolving business needs, throughout allocating proper job scale and promotion policies, benchmarking the pay scales with peer institutions, and avoiding high employee turnover by finding effective ways for talent retention.

- e) Maintain high quality health insurance benefits for all employees and their eligible family members that provide accessibility to necessary healthcare services.
- f) Provision of sufficient budget to enable conducting professional development and training programs as well as other staff motivation techniques.

1.1.16. Procurement Risk

The following steps shall be adopted to mitigate the risks associated with the procurement function:

- a) Conduct continuing assessment and review of procurement procedures.
- b) Obtain feedback from end users on the quality of products and services, as well as the commitment of suppliers and contractors.
- c) Conduct regular surveys for suppliers to obtain their feedback about the procurement cycle and how it can be improved.
- d) Identify key suppliers of frequently needed products and services and enter into supply agreements with them to ensure continued availability of such supplies within an affordable timeframe.
- e) Maintain proper communication channels with end users to be aware of their operating plans and be able to satisfy their requirements on time.
- f) Conduct continuous training and awareness sessions for Office of Procurement staff members.

Information Technology Risk Management

1.4 Purpose

This section identifies the different sources of information technology risks that the University is exposed to. These risks should be properly managed in order to avoid any negative consequences such as data loss or major system failure. Several control measures are regularly conducted to identify each risk source, its significance, evaluation methods, and the adoption of optimal options to mitigate it. A major damage or failure in any of the following I.T. infrastructure or services may cause a serious disruption of operations and thus represent key risk component.

1.5 IT Risk Identification

Some risks are involved in the management of information resources, operations of systems, networks, equipment, applications and other information technology functions and processes. These risks include the following:

1.5.1. Servers and Storage:

Hardware failure in a server may cause a failure in one of the core services; such as registration or finance applications.

1.5.2. Network Appliances:

Any failure or damage to some of the network appliances may imply complete or partial outage of critical services.

1.5.3. LAN, WAN, and Internet Connections:

A disruption in any of these connections may cause outage in all web services, thus interrupting the smooth running of several academic and support services.

1.6 IT Risk Component Analysis

Information Resources and the processes of using them represent vital part of University's mission, goals and objectives. The following part analyzes and describes the risks involved in managing information resources in more detail.

1.6.1. Threats and Vulnerabilities:

Threats can be both internal and external, and come in many different forms. The common element is that they work against the confidentiality, integrity, and availability of information resources. Some of the possible threats would be the alteration of data, systems, processes or release of protected information. Others can be hackers or viruses. Vulnerabilities are weaknesses or holes in information resources and processes that may cause unauthorized or unintentional change or manipulation of resources, which can affect the confidentiality, integrity, and availability of these resources. Vulnerabilities and overall impact for every information resource must be identified and evaluated and re-evaluated on a regular basis to ensure these ongoing risks are properly managed and appropriate controls are in place.

1.6.2. Data Loss:

Data loss can occur on any device that stores data due to one of the following:

- a) Human error, accidental data deletion, modification or overwrite.
- b) File corruption, software error or virus infection.
- c) Hardware related issues; drive failure, controller or CPU failure.
- d) Site-related theft, fire, force majeure such as floods, earthquake, lightning, etc.

1.6.3. Unplanned Service Outage:

Unplanned Service Outage may occur due to one of the following:

- a) Hardware failure such as damage in server or LAN/WAN equipment.
- b) Software problem may cause failure in I.T. service/s.

1.7 IT Risk Evaluation and Prioritization

The following describe how different risks are evaluated and prioritized.

1.7.1. Threats and Vulnerabilities:

Threats and vulnerabilities are evaluated by identifying the probability, nature and extent to which confidential information can be exposed, such as student records or exam questions.

1.7.2. Data Loss:

This risk is evaluated by reviewing the type and size of data that can be lost as well as the potential negative consequences of that on operating activities.

1.7.3. Unplanned Service Outage:

This risk is evaluated by the time, period, and consequences of the service outage on different functional activities.

1.8 IT Risk Mitigation Methodology

The following describe the risk management methodology for each risk source. The Office of IT adopts the following solutions to mitigate the risks, as follows:

1.8.1. Threats and Vulnerabilities:

The Office of IT is reducing this type of risks by installing the antivirus software on all computer devices, including PC's, laptops and servers; keeping all such devices updated, and using the Firewall to isolate the servers in a healthy and protected environment

1.8.2. Data Loss:

The Office of IT has set a backup policy to protect the critical data by recovering them in case of loss (see backup policy). A disaster recovery site is used to provide high availability of the critical data and services. Furthermore, the recovery tools are used, in case needed, for individual loss of data.

1.8.3. Unplanned Service Outage:

The Office of IT is committed to ensure continuous and uninterrupted availability of all services as follows:

- a) Uninterruptible Power Supply (UPSs) and Power Generator connectivity for the most critical LAN/WAN connections and servers, which helps in avoiding the potential disruption due to power shortage.
- b) Hardware and software support agreements are maintained to provide 24X7 support services for the most critical equipment and services.
- c) The I.T. has transferred all critical services to virtual environment, which reduces the time of service recovery and increases the high availability.
- d) Backup devices and servers are provided.

1.9 IT Risk Plan Maintenance

The following part describes the different methods adopted by the Office of IT for maintaining or updating the risk plan.

1.9.1. Threats and Vulnerabilities:

Following up on the Antivirus, updating servers and monitoring them.

1.9.2. Data Loss:

Applying the Backup Policy and ensuring that the taken backups are healthy.

1.9.3. Unplanned Service Outage:

Monitoring all LAN and WAN equipment, UPS's and servers, ensuring that all equipment are functioning in a perfect manner, and maintaining all IT equipment and services under external support agreement to increase the level of high availability.

Facilities Risk Management

1.10 Purpose

This section identifies the different sources of risks that AU facilities and infrastructure are exposed to, that should be properly managed in order to avoid and/or mitigate any potential negative impact. This is done throughout identifying each risk source, its significance, relevant evaluation methods and the adoption of best risk mitigation options. The purpose is to outline structured methodologies that are adopted to minimize the negative consequences of future damage to AU facilities and infrastructure, and the subsequent disruption in University's operations and services.

1.11 Facilities Risk Identification

1.11.1. Technical Faults and Breakdowns:

Any partial or total shutdown that can have a direct impact on the University's operations and continuity of key services.

1.12.2. Fire:

In the event of a fire outbreak, it becomes crucial that the fire safety system and processes are instantly activated to contain the spread and thus minimize the impact and loss.

1.11.3. Utility Outages

Electricity and water shortages can significantly disrupt the functioning of the University's various colleges, offices and other common facilities.

1.11.4. Structural Incidents:

Any structural collapse or failure in any of the University's infrastructure can have disastrous consequences.

1.11.5. Emergencies:

Any emergency such as but not limited to natural disasters (earthquake, flooding, etc.) is beyond human control and can affect AU facilities and infrastructures critically.

1.11.6. Safety and Security:

Considering the large number of students, faculty, staff and visitors attending on campus buildings and facilities, undesired situations, incidents, disturbance and violence that can erupt in the University could jeopardize the safety and security of the occupants, facilities and infrastructure.

1.12. Facilities Risk Component Analysis

1.12.1. Technical Faults and Breakdowns:

AU facilities and infrastructure should remain in perfect functional state for efficient, reliable and normal operations at all times. This requires prompt and effective repair services and periodic preventive maintenance to be carried out to minimize or prevent facilities down time or closure.

1.12.2. Fire:

Fire is an unpredictable and inherent risk in University's environment, and carries a high damage potential. The existing facilities and infrastructure possess the necessary fire safety mechanisms and processes.

1.12.3. Utility Outages:

Uninterrupted power and water supply for AU facilities is essential and of paramount importance for its functioning and operations. These basic utilities within the Emirate of Ajman are supplied by a federal government authority, and mostly seem to be stable, sustained and reliable.

1.12.4. Structural Incidents:

A safe, stable and reliable condition of the building facilities and infrastructure, which meets the relevant and required standards is a primary requirement for any educational institution. The existing infrastructure appears to be in fair and stable condition. Maintenance and repairs are undertaken regularly and when needed by an external specialized contractor.

1.12.5. Emergencies:

It is imperative that a clear, effective and tested evacuation plan is compiled, and is circulated and posted for the facility's occupants in order to be well prepared for any such emergency incidents.

1.12.6. Safety & Security:

It is of utmost importance that AU facilities and infrastructure are safe and secure at all times for the protection and comfort of all faculty, staff, students, and visitors. AU facilities possess security systems and personnel for overseeing internal safety and security.

1.13 Facilities Risk Evaluation and Mitigation Methodology

1.13.1. Technical Faults and Breakdowns:

This risk potential is regularly evaluated by monitoring the frequency of reported faults and breakdowns; periodic assessments of AU's facilities and infrastructure; amount of resources and personnel needed for carrying out maintenance and repairs shall be conducted. The University mitigates this risk by conducting regular inspection of all AU facilities and infrastructures; scheduling and conducting preventive maintenance of key areas of AU's facilities and infrastructure; keeping inventory of vital spare parts and backup equipment to minimize facilities downtime; ensuring the availability of sufficient maintenance personnel for immediate action and resolution at the earliest; conducting regular training for maintenance personnel to ensure prompt and effective responses to potential technical issues.

1.13.2. Fire:

Periodic review and assessment of the fire safety mechanisms, equipment and processes within AU's facilities and infrastructure; as well as the history of fire incidents represent key indicators of exposure to such risk. This is mitigated throughout the continuous evaluation and identification of potential fire

hazards; inspection of the status and condition of the fire safety systems, mechanism, equipment and processes across all AU facilities and infrastructures, in addition to scheduling and conducting preventive maintenance of fire safety systems, mechanisms and equipment; compiling fire safety manual, evacuation plan and spreading awareness; conducting fire safety and evacuation drills; conducting regular training and awareness sessions for community members, including students, faculty and staff members, assigning fire marshals who can help in any potential fire emergency, and establishing communication channels and information exchange with civil defense authorities, hospitals and other relevant authorities; in addition to putting in place loss/damage insurance policy.

1.13.3. Utility Outages:

Periodic assessments of utility infrastructure of AU's facilities; communication and information exchange with the utility provider; history of utility incidents within AU's facilities represent fundamental component to enable maintaining a proper plan to control such risks. This risk is mitigated throughout the continuous evaluation of the status and condition of the utility networks across AU facilities and infrastructure; communication and regular information exchange with the utility service providers for prioritized supply restoration to AU's facilities, scheduling and conducting preventive maintenance of key utility infrastructure of AU's facilities, and backup supply provision arrangements.

1.13.4. Structural Incidents:

Regular evaluation of the status and condition of the structural reliability of AU facilities and infrastructure is conducted to ensure the maximum safety of all AU's structures, in addition to scheduling and conducting preventive maintenance of key areas of facilities and infrastructures; communication and information exchange with civil defense department, hospitals and other relevant authorities; as well as the availability of loss/ damage insurance policy.

1.13.5. Emergencies:

To best meet the requirements of controlling this type of risks, AU maintains sustainable communication and information exchange channels with relevant emergency management authorities and government bodies, in addition to maintaining comprehensive emergency plan and procedures covering all potential emergency situations and relevant responses which shall be published to all community members. Emergency Response Team (ERT) shall be assigned and trained regularly to be able to immediately respond during emergency situations. Spreading awareness among community members; conducting safety and evacuation drills; and ensuring the availability of public liability loss/ damage insurance policy serve as additional risk mitigation techniques.

1.13.6. Safety & Security:

The risks associated with safety and security systems are regularly evaluated in light of the capacity of facilities, the status of building machinery and equipment, as well as the analysis of the volume and demographics of people visiting AU facilities; to ensure the availability of all needed resources, tools, procedures and equipment, such as camera monitoring systems, sufficient security personnel, building evacuation plans, scheduled and implemented preventive maintenance of existing safety systems and equipment; effective management and control of the occupants of AU's facilities, and information exchange with relevant security authorities.

Environmental Health and Safety Risk Management

1.14. Purpose

This section outlines and identifies the different sources of risks that are related to environmental health and safety. Environmental Health and Safety Risk Management is a continuous process and a vital part of AU's processes. It shall be carried out for all activities of AU; including outsourced activities. Consultation with employees, contractors and stakeholders are conducted to ensure protection of health and safety measures at every stage of the health and safety risk management process.

The EHS risk assessment is an ongoing process and shall be undertaken at various times including:

- when planning or making a change to a work procedure and/or practice;
- when introducing new plant, equipment, materials or substances into the workplace;
- after an EHS incident (including near misses);
- introduction of new workers;
- presence of a high level of risk associated with a specific work activity (e.g. confined space);
- at regular or scheduled intervals as appropriate to the nature of the workplace and the hazards present;
- when legislative obligations change (including regulations).

Any condition with the potential to cause illness, injury or death shall be identified as a hazard and the records for the same shall be maintained in the Risk Assessment. Safety Review for clinics and labs shall be done on a regular basis by the assigned EHS Coordinator for each College.

1.15. EHS Risk Identification

The EHS Manager/ Officer in coordination with Environmental Health and Safety Committee shall conduct a comprehensive and ongoing review of the following factors to identify the different risks involved. The review and evaluation process shall include the actual and potential risks; routine and non-routine activities, such as on duty work activities, special assignments and student accommodations; facilities, machinery, equipment and material; activities of all personnel having access to campus facilities; including students, employees, parents, sub-contractors, suppliers, and visitors; human behavior; relevant legal and other requirements; facilities at the work place, whether provided by company or others; known hazards; such as hazardous material; normal, abnormal and emergency operating conditions; design of work areas; incident reports; and known near misses.

The comprehensive list of identified EHS risks will identify the list of people who can be harmed, what can be damaged and how, including employees; students; contractors; visitors; facilities/ equipment/ property damage; members of the public; and people of determination.

A standard list of all risk sources associated with Environmental Health and Safety shall be developed using the Standard Risk Register, and must be reviewed and amended on regular basis; at least 1 time during the academic year.

1.16. EHS Risk Component Analysis

1.16.1. Slip-trip-fall due to wet surfaces:

Slips, trips and falls can occur at the entry of a building, in the classrooms, in common areas, in labs/ clinics and even as you walk outside the building. More serious slips or trips together with the resulting falls may result in sprains or strains, broken bones when trying to break the fall, a back injury due to the sudden and

forceful impact during a fall, burns if it occurs near hot surfaces or if the person is handling hot fluids, and cuts if it occurs near sharp objects.

1.16.2. Manual lifting of heavy/ bulky objects:

Manual handling injuries can have serious implications for the University and the person who has been injured. They can occur almost anywhere in the premises and heavy manual labor, awkward postures, repetitive movements of arms, legs and back or previous/existing injury can increase the risk.

1.16.3. Unsafe using of sharp tools and machinery:

The usage of sharp instruments and tools is essential to many kinds of work and practical study courses, but sharp or pointed objects can be hazardous and often cause painful injuries. Injuries include cuts, puncture wounds, nicks, and gashes that can lead to serious infections, cross contamination, or diseases.

1.16.4. Exposure to working in hot environment:

Exposure to extreme heat can result in occupational illnesses caused by heat stress, including heat stroke, heat exhaustion, heat cramps, heat rashes, or death.

1.16.5. Working at heights:

The safety risks of working at height are usually falling from height and dropping equipment from height. Consequences of working at heights can be catastrophic ranging from serious injury to fatality.

1.16.6. Noise from machinery, chillers and generators:

Long term exposure to high levels of noise can cause permanent hearing loss. Short term exposure to loud noise can also cause a temporary change in hearing or tinnitus.

1.16.7. Electrocution due to incorrect wiring/ from generators:

Electrical shock risk can be caused by many reasons such as inadequate wiring, exposed electrical parts, overhead powerlines, wires with bad insulation can give you a shock, electrical systems and tools that are not grounded or double-insulated, overloaded circuits, damaged power tools and equipment and more.

1.16.8. Greenhouse gas emission from AC:

The greenhouse gas effect from the usage of ACs can cause air pollution and increase the risk of global warming and ozone layer deterioration.

1.16.9. Disposal of chemical waste:

The improper disposal of chemical waste can pose a number of potential hazards both to the environment and to the safety of employees and students, such as explosion and/or sudden release of pressure (if a tank of compressed gas is punctured); reactivity (fire, explosion, or release of dangerous gases that can result from contact between particular chemicals, or from certain chemicals and air or water); health hazards (can result from over-exposure to a hazardous substance, ranging from minor effects like headaches and skin rashes to much more serious conditions such as skin burns, organ damage, allergic-type reactions, and even death); environmental/ community risks (when hazardous substances are spilled or released into water supplies or the air).

1.16.10. Waste of oil and AC coolant:

The improper disposal of oil and AC coolant resulting from maintenance activities pose a number of risks such as toxicity, flammability, asphyxiation, land contamination, and physical hazards.

1.16.11. Unsafe filling /storage of diesel:

Diesel spills are extremely dangerous since they release flammable vapors that expand into the atmosphere, and cause static electricity which is generated from the friction between dissimilar materials (e.g. the fuel and the metal fuel filler neck). When the static electricity discharges, it produces sparks which can ignite the fuel vapors.

1.16.12. Fire due to short circuits:

Improper maintenance/ lack of regular preventive maintenance of electrical equipment, wires, and machinery can lead to short circuits which may result in fires.

1.16.13. Excessive strain due to computer usage:

Prolonged usage of computers or laptops can have long term health risks on the employee or student such as back and neck pain, headaches, shoulder and arm pain, carpal tunnel syndrome, and vision related issues. Such problems can be caused or made worse by poor workstation design, bad posture and sitting for long periods of time.

1.16.14. Poor Hygiene:

Poor hygiene habits can leave community members and others exposed to germs, infections and infestation.

1.16.15. Unsafe walking on stairs:

Falls on stairs can result in severe injuries from head trauma to broken bones. The risk of falling while using the stairs is increased if there is no proper lighting in the area, no rail/ damaged rail, broken or chipped stairs.

1.16.16. Wastage of electricity:

Excessive usage of electricity can lead to a depletion in natural resources.

1.16.17. Wastage of paper:

Excessive usage of paper can lead to a depletion in natural resources.

1.16.18. Print Cartridge Disposal:

The improper disposal of ink cartridges and toner into normal waste may pose serious contamination to the environment from the dangerous substances that it can be exposed to through their disposal. More importantly, carbon black (toner) has been classified as carcinogenic by the International Agency for Research on Cancer and therefore needs to be correctly disposed of to ensure the safety of AU Community Members.

1.16.19. Contact with infected persons/ exposure to the communicable diseases within the university:

Exposure to communicable diseases may lead to infection, which can increase the risk of having adverse health problems and complications.

1.16.20. Management of confirmed cases of communicable diseases during a pandemic:

Lack of proper protocols for management of confirmed cases of communicable diseases during a pandemic and their direct/ indirect contacts may lead to the risk of increased cases on campus. Failure to follow MOE and MOH immediate isolation, contact tracing procedures increases the likelihood of exposure to the communicable disease as well as anxiety and dissent within the University community.

1.16.21. Use of Personal Protective Equipment (PPE) during a pandemic:

Incorrect use of PPE increases the risk of further infection.

1.16.22. Exposure to communicable diseases whilst using dedicated buses:

Lack of proper protocols for safety measures while using the university transportation may increase the risk of further infection.

1.16.23. Safeguarding and prevention of radicalization, extremism and violence on campus:

Safeguarding is the process of protecting vulnerable people, whether from crime, other forms of abuse or from being drawn into terrorism-related activity. Lack of protocols on safeguarding as well as training employees on these protocols may increase the risk of physical abuse and exploitation, neglect, emotional abuse, increased barriers to students reporting concerns to responsible adults, distress or anxiety related to health or welfare of family members or friends, risk of abuse or stigmatization on the basis of infection, race or nationality, and risk of peer on peer abuse. Lack of inadequate arrangements and resources in place to provide pastoral care and welfare support as required by the University may also increase the risk of violence on campus. Employees need to know what measures are available to prevent people from becoming drawn into terrorism and how to challenge the extremist ideology and understand how to support those who may need it.

1.16.24. Smoking on campus:

Smoking has adverse health effects on smokers and on non-smokers who are exposed to second-hand smoke. Smoking indoors or in non-designated smoking areas increase the risk of air pollution, second-hand smoke exposure, poor air quality, and fire.

1.17. Environmental Health and Safety Risk Monitoring

The EHS Committee shall undertake the role of conducting regular review and evaluation of risk incidents as applicable to EHS. The EHS Committee holds planned meetings at least 2 times during the academic year; to conduct the following tasks:

- Update the pre-defined risk register; by adding new risk sources, removing existing risk sources which are deemed discontinued/ irrelevant, or modifying the details of existing risk sources.
- Re-assess the different risk sources as pre-defined in the Risk Register, in terms of probability of occurrence or consequence scoring;
- Review the risk incidents during the past period;
- Ensure that the control measures in place are still relevant to control the risk;
- Discuss further controls as deemed necessary.

In addition to the planned/ regular meetings, unplanned meetings can be also held after certain situations giving rise to the need to review the risk assessments, which might include any of the following:

- Whenever key operational circumstances affecting the work environment change;
- After an incident where investigation identifies a major/ key risk source;
- After an inspection or audit report where additional key risks are identified;
- After an emergency situation;
- When new key processes or business activities are adopted.

1.18. EHS Risk Evaluation and Mitigation Methodology

1.18.1. Slip-trip-fall due to wet surfaces:

These risks can be mitigated by following good housekeeping practices, ensuring that work areas are kept tidy, no trailing cables or obstruction in walkways, and using appropriate caution and safety signs around wet floors.

1.18.2. Manual lifting of heavy/ bulky objects:

Manual handling risks can be mitigated by using a trolley to transport heavy items, providing training in lifting techniques for anyone who undertakes the lifting of heavy loads, and proper usage of safety shoes.

1.18.3. Unsafe using of sharp tools and machinery:

These risks can be mitigated by allowing only trained employees/ students to use sharp tools and instruments, by guarding all dangerous parts of machinery as per manufacturers' standards. Machinery guards need to be inspected every month and maintained in good condition. All new machinery needs to be checked before first use. Employees and students must use appropriate PPEs while using sharp tools and machinery.

1.18.4. Exposure to working in hot environment:

Exposure to extreme heat risk can be avoided by using appropriate uniforms/ jackets if necessary, doing periodic occupational health check, and restricting work during peak hours of the day.

1.18.5. Working at heights:

The safety risks of working at height can be mitigated by assessing and listing all contractor jobs involving work at height and planning a safe system of work before initiation of job, proper storage of access equipment (i.e. ladders, tower scaffold) in staff's workshop and proper inspection before use, and training staff members to use ladders and tower scaffolds safely.

1.18.6. Noise from machinery, chillers and generators:

These risks can be mitigated by regular preventive maintenance of machinery such as drills, angle grinders, electrical saws to ensure they run as quietly as possible, and usage of ear defenders/ protection.

1.18.7. Electrocution due to incorrect wiring/ from generators:

Electrical shock risk can be mitigated by performing preventive maintenance to electrical cables and sockets and generators, immediate attention and isolation of damaged wires and sockets, checking earth resistance, applying warning signs, and the use of appropriate PPEs.

1.18.8. Greenhouse gas emission from AC:

The greenhouse gas effect risk can be mitigated by using climate-friendly refrigerants, training and certification of technicians, and proper disposal of refrigerants or AC coolants.

1.18.9. Disposal of chemical waste:

The improper disposal of chemical waste risk can be mitigated by applying a proper waste management plan to include hazardous waste and dispose chemical containers through approved waste transporter. A quarantine area to segregate expired chemical waste need to be identified and used.

1.18.10. Waste of oil and AC coolant:

The improper disposal of oil and AC coolant risk can be mitigated by applying a proper waste management plan to include hazardous waste and dispose oil, batteries and coolants through approved waste transporter/ garage.

1.18.11. Unsafe filling /storage of diesel:

Diesel related risks can be mitigated by securing the filling stations, ensure the availability of appropriate firefighting equipment near the generators, performing routine maintenance to prevent leakages, and providing awareness sessions to employees for fire prevention and safety.

1.18.12. Fire due to short circuits:

This risk can be mitigated by regular preventive maintenance of electrical equipment, wires, and machinery, checking power sockets for any possible damage, having an adequate number of fire extinguishers/ fire hose reels, installation of smoke detectors and sprinkler system, testing firefighting system and equipment every 6 months, providing awareness sessions and training to employees and students on emergency preparedness in case of fire, setting evacuation maps, and ensuring that exits are maintained available, unobstructed, and unlocked at all times.

1.18.13. Excessive strain due to computer usage:

This risk can be mitigated by scheduling regular breaks, keeping appropriate distance from monitors, and working in a good lighting condition.

1.18.14. Poor hygiene:

This risk can be mitigated by maintaining daily hygiene checkup and keep wash rooms and common areas clean.

1.18.15. Unsafe walking on stairs:

Falls on stairs risk can be mitigated by ensuring that the surface of steps is rough to prevent slipping, proper usage of safety and warning signs, adequate lighting in stairway, and provision of solid well-maintained rails or fall barriers.

1.18.16. Wastage of electricity:

This risk can be mitigated by applying a power saving plan, reducing the usage of power where applicable, closing lights after office hours, shutting down machines when not in use, and exploration and application of alternative energy sources like solar panels, LED lights, and others.

1.18.17. Wastage of paper:

This risk can be mitigated by applying a waste management plan to include paper waste and recycling through approved waste transporter, reducing printing and using e-copies, and gradual full adoption of going-green policy with zero paper waste.

1.18.18. Print Cartridge Disposal:

This risk can be mitigated by applying waste management plan to include toner waste and recycling through approved waste transporter, reducing printing by using e-copies to share documents and information, and gradual full adoption of going-green policy with zero paper waste.

1.18.19. Contact with infected persons/ exposure to communicable diseases within the university:

This risk can be mitigated by communicating and enforcing the application of communicable diseases' protocols and safety measures to AU community members.

1.18.20. Management of confirmed cases of communicable diseases during a pandemic:

This risk can be mitigated by developing a protocol for dealing with positive cases and close contacts in the community with clear division of responsibilities.

1.18.21. Use of Personal Protective Equipment (PPE) during a pandemic:

This risk can be mitigated by enforcing strict measures for usage of PPEs to prevent the spread of communicable diseases during a pandemic, and communicating the measures to all stakeholders. Disciplinary measures are enforced for violators.

1.18.22. Exposure to communicable diseases whilst using dedicated buses:

This risk can be mitigated by reducing the capacity of buses, proper usage of PPEs while on the bus, applying social distancing, and giving awareness sessions/ training to the bus drivers on communicable diseases' awareness and precautionary measures.

1.18.23. Safeguarding and prevention of radicalization, extremism and violence on campus:

Safeguarding risks can be mitigated by implementing proper protocols on safeguarding as well as training employees on these protocols, providing the necessary arrangements and resources to provide pastoral care and welfare support, developing clear policies for students and employees using IT equipment to research terrorism and counter terrorism in the course of their learning/ working process, preventing unauthorized access to campus by Access Control protocols, usage of barriers at all entry/exits, and requiring visitors to wear visitor badge.

1.18.24. Smoking on campus:

Smoking risks can be mitigated by developing and enforcing a smoking policy, communicating the policy with all Community members, assigning designated smoking areas on campus and applying disciplinary measures for violators.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Policy to identify different sources of financial risk	Financial Controller
V 1.1	10/03/2013	Amendment to policy to include other sources of risk such: IT services risk, Building facilities risk, and internship risk	Financial Controller
V 2.0	19/10/2017	New policy - Major changes and incorporation of Academic Risk and Teach-out Risk	Chief operating Officer
V 3.0	01/07/2021	This policy was formerly titled Risk Management Policy. The policy has been updated to only reflect the operations-related risk.	Chief operating Officer
V. 3.1	31/01/2025	This policy is currently undergoing a substantive review and will be updated by July 2025.	Chief operating Officer

Policy on Policies

Policy Owner	Executive Director - OIPE	Responsible Office	Office of Institutional Planning and Effectiveness
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

- This policy serves to ensure consistency, transparency, and quality in the process of developing, reviewing, approving, amending or withdrawing University policies. The adopted process is consistent with best practices and would ensure that University policies are systematically developed, periodically reviewed, and broadly circulated.
- This Policy does not apply to governance documents such as the Board of Trustees Bylaws. Also, it does not apply to operational policies and procedures that may be approved following the application of an approved University Policy.

Definitions:

As used in this Policy on Policies, the following terms shall have the meanings indicated.

- “University policy” or “policy” means an official, written University directive that establishes broad application across the University on the conduct of University business and members of its community. Furthermore, it enhances the attainment of University’s mission, achieves compliance with applicable laws and Standards of accrediting agencies, promotes operational efficiency and reduces institutional risk.
- The term “University policy” or “policy” does not include Board of Trustees’ Bylaws, resolutions, or operating procedures.
- “Responsible office” is the University office, department, or unit responsible for sponsoring, implementing, enforcing and answering inquiries about a University policy.
- “Policy Owner” means the University Higher Management, Manager, Department head, or other person who manages or directs the responsible office.
- The “Ajman University Policies and Procedures Manual” means an electronic portal on the University website that is readily accessible from the University’s home page and that contains a collection of current University policies. It could also be provided in the form of hard copy document.

Policy Statement

All University policies shall be developed, approved and published in accordance with the standards outlined in this Policy and shall appear online in the Ajman University Policies and Procedures Manual. These shall also be documented in the form of hard copy.

Procedures

a. A University policy

- University policies will be written and maintained in customary format to ensure uniformity.

- It is the Policy Owner’s responsibility to designate the appropriate responsible University office charged with the tasks of implementing and enforcing the policy.
- A University policy should be written so that it is clear and concise. It should contain sufficient information on the subject without being excessive in length or complexity.
- The University reserves the right to amend, modify, delete, or add any policy at any time in order to meet the needs of the University community, in order to comply with applicable laws and Standards of accrediting agencies, or for any other reason the University may determine. Nothing in this *Policy on Policies* diminishes or interferes with the ultimate right of the University’s Board of Trustees to adopt, rescind, modify, amend, or replace any University policy on any subject.

b. Procedures for Development, Review and Approval of Policies

- Any individual or unit may identify the need for a new policy, a revision of an existing policy, but only the Policy Owner can initiate the development of a new policy or request a revision of an existing policy.
- Before proceeding with drafting a new policy or requesting a revision of an existing policy, the Policy Owner shall complete and submit the “Request Form to Develop/Revise/Withdraw an AU Policy” to the Office of Institutional Planning and Effectiveness (OIPE).
- After getting the approval of OIPE and legal advisor (if deemed necessary), the Policy Owner shall start developing a draft policy or revising a current policy using the *Policy Template* and in consultation with key stakeholders. At any time in the drafting process, the OIPE is available for consultation.
- The Office of Institutional Planning and Effectiveness (OIPE) shall act as a central unit to ensure quality control and that all policies are developed in conformity with applicable standards, without any overlap or contradiction, and are regularly revised to keep them current.
- Once the draft of a new policy is prepared using the specified template or modified version of an existing policy is completed, the Policy Owner will forward an electronic copy to the OIPE for review. The OIPE will provide a copy to the legal advisor for review and approval if deemed necessary. Once the policy assessment is completed by OIPE and legal advisor (as applicable), it will be provided by OIPE to the Policy Owner to incorporate suggested changes, if any. The revised version of the new policy or the substantially revised policy, received and reviewed by OIPE, shall be submitted to the Cabinet for review, and approval by the Chancellor, and then approved by the Board of Trustees.
- Policies with minor revisions only require the approval of Policy Owner and OIPE. A **minor revision** is one that does not affect the basic requirements, principles, scope or intent of a policy. It could consist of technical corrections, updates or clarifications. For such changes, only the approval of the Policy Owner and the OIPE are required.
- A proposed new, substantially revised policy becomes an official policy of the University and goes into effect after its recommendation by the Cabinet and approval by the Chancellor and subsequently by the BOT in its next meeting. A **substantial revision** is one that introduces a significant change to the scope or consequence of a policy.
- Following the approval of a new policy or major revision in an existing policy:
 - The OIPE shall maintain copies of University policies and policy revisions.
 - The OIPE shall update the Policies and Procedures Manual (PPM) and ensure that the updated PPM is published on AU’s website.
 - The Policy Owner shall ensure that the policy is appropriately announced and communicated to the University community.

c. Periodic Review and Amendment of Policies

- Each responsible office shall periodically review all University policies for which it is responsible to determine whether a policy requires revision, replacement, or withdrawal because of a change in applicable law, standard, or business process. It is the responsibility of the Policy Owner or the responsible office to ensure that the review dates mentioned in the policies are strictly observed.
- The responsible office may deem it appropriate to retain or withdraw an existing policy or consolidate two or more policies. For the retained policies and/or policies with minor changes, the Policy Owner shall notify OIPE. OIPE shall update the PPM and reflect the review and/or the minor revisions in the policy history and dates and ensure that the updated PPM is published on AU's website.

d. Withdrawal of Existing Policies.

- The responsible office can initiate the request for withdrawal of an existing policy. Any individual or unit who determines the need to withdraw an existing policy shall coordinate with the responsible office. The Policy Owner or the responsible office shall complete and submit electronically the withdrawal request using the “*Request Form to Develop/Revise/Withdraw an AU Policy*”, along with the copy of the policy to be withdrawn, to OIPE. The OIPE shall provide a copy to the legal advisor for review and approval if deemed necessary. Once the policy withdrawal assessment is completed by OIPE and legal advisor (as applicable), OIPE shall submit the request form with the attached policy to the Cabinet for review and approval by Chancellor. It will be subsequently submitted to the Board of Trustees (BOT) for approval in its next meeting.
- Following the approval to withdraw a policy:
 - The OIPE will maintain copies of signed University policy withdrawal.
 - The OIPE shall remove the withdrawn policy from the Policies and Procedures Manual (PPM) and ensure that the updated PPM is published on AU's website.
 - The Policy Owner or responsible office shall ensure that the withdrawn policy is appropriately announced and communicated to the University community.

A summary of the roles and responsibilities for developing an AU policy is provided as follows:

Roles and Responsibilities for Developing an AU Policy

Step 1: Development

Policy Owner:

1. Provides subject matter expertise in researching the need for policy, identifies issues and solutions.
2. Consults with the Office of Institutional Planning and Effectiveness (OIPE) to ensure conformity with applicable standards, no overlap or contradiction with current policies, and to regularly review and/or revise a policy as per its review schedule to keep them current.
3. Completes and submits the "Request Form to Develop/Revise/Withdraw an AU Policy" to Office of Institutional Planning and Effectiveness (OIPE) for approval of OIPE and legal advisor (if deemed necessary).
4. Drafts policy language and coordinates with stakeholder(s) and/or functional expert(s) for policy draft review.
5. Submits an electronic copy of the new/substantially revised policy to the OIPE for review and approval. Coordinates with OIPE for the periodic review to retain and/or add minor changes on existing policies.
6. For withdrawal of policies, the Policy Owner completes the "Request Form to Develop/Revise/Withdraw an AU Policy" and attaches the policy to be withdrawn, and submits to the OIPE for approval.

OIPE:

Serves as consultant to Policy Owner for all Step 1 functions. Works with the legal advisor in obtaining approval of developing/withdrawing policies that requires legal compliance. Updates the Policies and Procedures Manual with retained and/or policies with minor changes and ensures publication of the updated PPM.

Step 2: Review

Policy Owner:

1. Works with OIPE to coordinate review of an existing policy.
2. Makes edits to draft policy in response to feedback received from OIPE and submits the revised draft, as needed.

OIPE:

1. Provides feedback to Policy Owner and works with the legal advisor (as needed) in obtaining recommendation for approval of policies that require legal compliance.
2. Reviews the revised draft provided by the Policy Owner.

Step 3: Approval

OIPE:

1. Approves policies with minor revisions in consultation with legal advisor (if needed).
2. Submits final draft of the new/ substantially revised or withdrawn policy to the Cabinet for approval.
3. Receives policy approval from the Cabinet and later from the BOT.
4. Communicates policy approval to Policy Owner.
5. Maintains copies of signed university policies and policy revisions.
6. Updates the Policies and Procedures Manual (PPM) and publish the manual on Ajman University's website.

Cabinet: Provides feedback/Chancellor approves and recommends for Board of Trustees (BOT) approval of new/substantially revised or withdrawn policies.

Policy Owner: Announces policy, educates community, and encourages feedback.

Request Form to Develop/Revise/Withdraw an AU Policy

INSTRUCTIONS

- This form covers the development of a new University policy, the revision of an existing policy or the withdrawal of an existing policy. The Policy Owner can refer to the University “**Policy on Policies**” for additional information while filling the form. The Policy Owner must sign the form before forwarding it to the OIPE through the online policy development system or by electronic mail.
- If the policy review is in accordance with the scheduled review date mentioned in an existing policy, there is no need to submit this request form if the changes are minor in nature (refer to “Policy on Policies” for definition of minor changes). In this case, the Policy Owner will directly submit the revised policy with minor changes or even no changes (but with new revision date) to OIPE.

CONTACT INFORMATION

Policy Title	Date
Policy Owner /Responsible Office	

Policy reviewers - stakeholder(s) and/or functional expert(s):

Name	Position	Department/Office	Contact

POLICY INFORMATION

- ☐ Create new policy ☐ Withdraw existing policy
- ☐ Update existing policy
- ☐ Minor revision (refer to Policy on Policies for definition)
- ☐ Substantial revision (refer to Policy on Policies for definition)

POLICY CATEGORY

- ☐ Governance and Management ☐ Quality Assurance ☐ Educational Programs
☐ Research and Scholarly Activities ☐ Faculty and Professional Staff ☐ Students
☐ Health, Safety and Environment ☐ Learning Resource Center ☐ Legal Compliance and Public Disclosure
☐ Fiscal Resources, Financial Management and Budgeting ☐ Community Engagement Other (specify)

—

Rationale for revision/withdrawal

Briefly describe the reason behind the revision/withdrawal of policy, and attach any relevant documents.

Rationale behind new policy

Briefly describe the rationale behind the new policy.

Signature of Policy Owner

Name

Signature

Date Approval and

Recommendation

Office	Proceed	Not Proceed	Date	Remarks
OIPE	☐	☐		
Legal Advisor (optional)	☐	☐		

Additional Comments by OIPE

Cabinet Approval

Chancellor

Name

Signature

Date

Policy Template

(Policy Title)

Policy Owner	-----	Responsible Office	-----
Approved By	(to be filled by OIPE)	Effective Date	(to be filled by OIPE)
		Next Review Date	(to be filled by OIPE)

Purpose

Scope (as applicable) Definitions: (as applicable) Statement

Procedure (as applicable)

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	DD/MM/YY	New Policy/Revised with minor changes/ Revised with substantial changes (please indicate the revised section)	-----

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/10/2018	New Policy - Draft	Executive Director - OIPE
V 1.1	02/01/2019	Policy finalized and implemented	Executive Director - OIPE
V 1.2	27/10/2020	Minor revision- section "b. Procedures for Review and Approval of Policies"; Addition of section d. Withdrawal of Existing Policies; Revision of policy request form; Addition of Policy Template	Executive Director - OIPE
V 1.3	02/03/2023	A summary of the roles and responsibilities for developing an AU policy is added.	Executive Director - OIPE
V 1.4	06/10/2023	Minor update	Executive Director - OIPE

2. Quality Assurance



جامعة عجمان
AJMAN UNIVERSITY

Quality Assurance Policy

Policy Owner	Executive Director - OIPE	Responsible Office	Office of Institutional Planning and Effectiveness
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

The purpose of the Quality Assurance Policy is to ensure the effectiveness and continuous improvement of all offered programs, academic and administrative support services, and the overall governance at Ajman University. The successful realization of this objective will significantly contribute towards the attainment of University's strategic goals and its mission.

Statement

As an institution that values excellence in teaching, research, and creative activity, AU shall develop a rigorous quality assurance program to maintain and further build upon the existing strengths of its academic programs, academic and administrative support services, and its governance system. AU's commitment to excellence shall be achieved through continuous self-assessment based on well-defined processes, critical evaluation, and self-improvement of all academic and non-academic units. For this purpose, AU shall implement and promote continuous quality enhancement measures in teaching, learning, research, and all relevant support services by involving internal and external stakeholders

Quality Assurance Objectives

To maintain and further improve its level of commitment to academic standards, quality assurance, and continuous enhancement, the University shall strive to achieve the following objectives:

1. Development and promotion of a culture of evidence-based assessment and continuous improvement across all units in the University by:
 - a. Actively promoting a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University;
 - b. Enhancing the understanding and implementation of new processes and procedures developed for continuous quality improvement and closing the loop;
 - c. Extensively involving faculty, staff, students and other internal as well as external stakeholders in the quality assurance process;
 - d. Increasing student representation and involvement in the decision-making process related to matters concerning their academic programs, relevant support services, and student life.
2. Assurance of academic integrity and upholding of academic quality standard through the preclusion of academic misconduct, including plagiarism and cheating.
 - a. Promote and implement academic integrity policy and procedures (for details refer to "Student Disciplinary and Academic Integrity Policy") to ensure that confirmed claims of plagiarism and academic dishonesty are recorded;

- b. Extensively educate and involve students and faculty in the application and use of Turnitin plagiarism detection software for text plagiarism.
- c. Ensure that there is an appropriate level of vigilance against academic fraud and the academic integrity guidelines are applied fairly and consistently while safeguarding individual privacy.
3. Promote the communication and implementation of AU's quality assurance mechanisms as outlined in its Quality Assurance Manual in order to achieve continuous quality enhancement across all units.
 - a. Provide relevant, pertinent and timely information for development and assessment of strategic and operational plans at units and the university level;
 - b. Make evidence-based recommendations to higher management, deans, and line managers for continuous quality enhancement;
 - c. Prepare effectiveness reports based on the analysis of institutional research data and suggest actions to help achieve the specified targets;
 - d. Provide assessment related training through various workshops on a regular basis;
 - e. Regularly involve faculty, students, staff, internal and external stakeholders in the quality assurance process;
 - f. Improve the process of collecting, organizing, and disseminating institutional research data.
4. The quality assurance mechanism at AU shall be implemented in a professional manner, safeguarding the diversity of students and staff, and preventing any kind of discrimination, harassment or intolerance of any kind.
 - a. Ensure implementation of equal employment opportunities in recruitment and selection processes;
 - b. Recommend measures to facilitate and address discrimination and intolerance complaints;
 - c. Assess the effectiveness of "student voice" complaints system and make improvements accordingly.

Application

This policy shall apply to all academic areas and key administrative, service and support units of the University operations. AU shall develop and utilize the necessary processes, templates/forms to regularly monitor, review and assess the effectiveness of all aspects of its operations and educational programs. The evidence-based outcomes of the quality assurance processes shall be used to make recommendations to college deans, office managers, and AU's higher management for continuous improvement in the academic and administrative areas.

Assessment of Academic Programs

- Selecting and designing instruments for performance measurement (for direct and indirect assessment).

- Assessing the achievement of course learning outcomes (CLOs) for all offered courses in each semester
- Assessing the achievement of program learning outcomes (PLOs) of all academic programs
- Evaluating students' overall satisfaction with their academic programs, teaching, and administrative and support services provided to them
- Assessing alumni's satisfaction with the education received at the University
- Assessing students' participation and satisfaction with their activities
- Using assessment results to improve the teaching and learning environment at AU.

Assessment of Support Units

- Data collection, analysis, and compilation of assessment results
- Assessment of units' key performance indicators (KPIs).
- Distribution of assessment results
- Reviewing assessment results and accordingly developing remedial and improvement action plans
- Setting a plan for implementing improvement and remedial actions
- Monitoring the implementation of the action plans
- Staff satisfaction surveys
- Students' satisfaction surveys.

Support to Higher Management

- To provide analytical and technical assistance to AU's higher management to support strategic planning and operational decision-making
- Advise and oversee the preparation of self-studies and development initiatives.

Office of Institutional Planning and Effectiveness

For effective implementation of its quality assurance policy, the University has established a separate quality assurance unit, called the Office of Institutional Planning and Effectiveness (OIPE). The OIPE is headed by an appropriately qualified and experienced Executive Director whose time and effort are directed principally to the work of the unit and who reports directly to the Chancellor. The OIPE is staffed with seven full-time qualified employees to support its organizational research and quality assurance systems. They are provided professional development opportunities on a regular basis in order to effectively discharge their duties. The role and responsibility of OIPE are summarized below.

Role and responsibility of OIPE

The Office of Institutional Planning and Effectiveness (OIPE) is entrusted with establishing a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units of the University. It shall collect, analyze, and disseminate authentic institutional data, and monitor the assessment and continuous improvement processes of all units of the University, and evaluate their outcomes, with the ultimate aim of achieving the strategic goals and the mission of the University.

The OIPE shall be responsible for:

- Ensuring effective implementation of University's quality assurance policy across all units
- Monitoring, coordinating and providing support for all assessment processes for academic and non-academic units;
- Overseeing the functioning of all assessment related committees
- Evaluating students' overall satisfaction with academic and administrative services
- Evaluating satisfaction of faculty and staff concerning matters of their interest
- Overseeing the outcome of alumni's satisfaction with the education received at the University
- Analyzing assessment data and reviewing assessment reports
- Preparing the annual effectiveness report on the basis of effectiveness reports received from all academic and non-academic units
- Preparing assessment-based recommendations for Colleges, administrative and support units
- Monitoring the implementation of recommendations and remedial actions.

Organization of OIPE

In achieving its mission statement and supporting goals and objectives, the Office of Institutional Planning and Effectiveness (OIPE) is structured around four highly coordinated units; namely Institutional Research, Assessment and Effectiveness, Accreditation and University Ranking, and Compliance. The role/responsibilities of these four units are explained below.

Unit of Institutional Research

This unit is responsible for carrying out institutional research and providing support to the higher management and colleges with the results of institutional research. It shall also gather data, analyze it, and prepare the Fact Book on an annual basis. The unit is also responsible for preparing and submitting CHEDS data to the Ministry of Education as well as the required institutional research data to various accrediting agencies. The unit is also responsible for providing the data required by ranking agencies.

Unit of Assessment and Effectiveness

This unit coordinates with colleges for planning and carrying out the assessment of students' learning outcomes for all academic programs. It monitors and reviews the preparation of annual effectiveness reports for all colleges. It is also responsible for the assessment of non-academic units by carrying out balanced score card analysis of their assigned KPIs with specific targets. In addition, the unit carries out a number of feedback surveys for students, faculty and staff, analyzes the results, and submits the survey reports. It organizes workshops to enhance expertise of faculty in assessment related tasks.

Unit of Accreditation

This unit stands as a liaison between the University and the CAA, Ministry of Education, on all academic and non-academic issues, including approval of joint/dual degrees and progression Agreements. It coordinates with all colleges for the preparation of academic programs' self-study documents and site visits for the CAA's ERTs. It also provides support to academic departments in preparation of international accreditation of programs. In addition, it is responsible for organizing the inspection visits of the Ministry of Education. It also organizes workshops to enhance expertise in accreditation related tasks.

Unit of Compliance

This unit is responsible for ensuring that all institutional documents including Policies and Procedures Manual, Catalogs, and Handbooks, etc. are in full compliance with the Standards of the CAA and relevant international accreditation agencies. It is also responsible to ensure that the institutional documents provided on the University website comply with those available in the electronic or hard copy formats. The unit provides full support to all units in developing and updating their policies.

Institutional Research

Continuous improvement is possible through appropriate accessibility to valuable data, as an aid to strategic and operational decision making. Institutional research as an essential part of the OIPE activities shall play a very important role of promoting this development and delivering academic quality assurance.

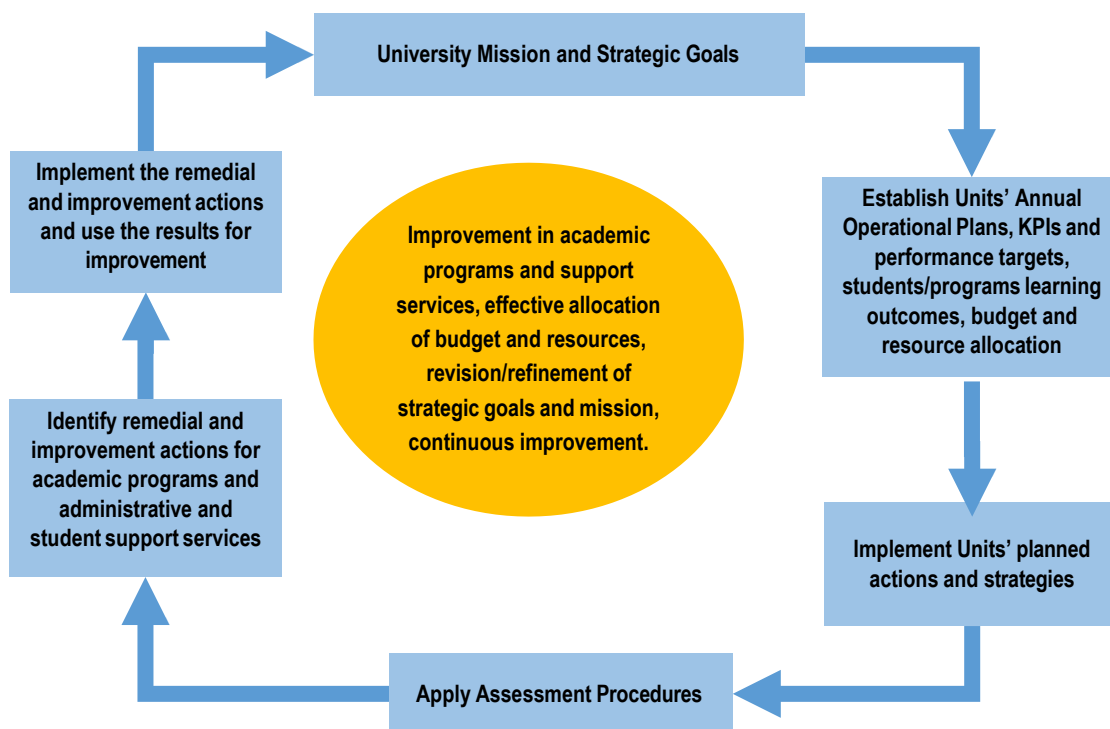
The institutional research activities shall be carried out regularly in order to assess the institutional performance and determine the effectiveness of all academic and non-academic units and to ensure continuous quality enhancement. In achieving this objective, institutional research shall be responsible for systematic data collection, analysis and interpretation, in order to improve the quality of academic programs as well as to enhance the performance of various units and operations supporting the academic programs. As the sole upkeep of institutional database information related to student, faculty, academic programs, and national higher education data, institutional research shall serve as the main voice of the University.

The institutional research activities shall be carried out regularly to meet the assessment cycle of the University. The activities could be summarized as the following:

- To provide analytical and technical support to AU management to support strategic planning and operational decision-making.
- To produce the University Fact Book, which is available for use by all members of the University community.
- To provide data to the Center for Higher Education Data and Statistics (CHEDS).
- To create and maintain databases of student enrolment, academic performance, retention, attrition, and graduation rates.
- To produce annual University report.

Institutional Effectiveness (IE) Model

Ajman University's framework for continuous quality enhancement follows the Plan-Do-Assess-Improve (PDAI) cycle, which is modeled after W. Edwards Deming's well-established Plan-Do-Check-Act (PDCA) cycle for continuous improvement in project planning and quality management. Accordingly, the Institutional Effectiveness Model (IE Model) developed by OIPE and adopted by the University is given below. The Model provides a well-designed quality assurance system, that is ongoing, cyclical and data-driven. It demonstrates how the mission and the strategic goals are operationalized, monitored by the use of institutional research data, reviewed, assessed, and accordingly utilized to identify and implement remedial and improvement actions for academic programs as well as administrative and student support services. The implementation of different blocks of this IE Model has been explained in various sections of Quality Assurance Manual.

Figure 2: The Institutional Effectiveness Model (IE Model)

The main components of the assessment process are as follows:

1. Development of College mission and goals aligned to University mission and goals.
2. Development of Department/program mission and goals aligned to the College mission and goals.
3. Development of program learning outcomes (PLOs).
4. Ensuring that the programs learning outcomes (PLOs) are aligned to UAE's QF-Emirates and consistent with the CAA standards.
5. Developing course learning outcomes and their mapping matrix to the program learning outcomes.
6. Selecting and designing assessment instruments for program learning outcomes and course learning outcomes. This applies to all programs and courses irrespective of the mode of delivery (face-to-face and online/blended learning):
 - a. Direct assessment instruments
 - b. Indirect assessment instruments
7. Setting benchmarking criteria for the achievement of program goals, program learning outcomes and course learning outcomes.
8. Detailed assessment cycle.
9. Data analysis and assessment results.
10. Distribution of assessment results.
11. The process of reviewing assessment results and developing remedial and improvement actions as well as highlighting best practices to be sustained or adopted.
12. Setting a detailed plan for implementing improvement and remedial actions.
13. Monitoring the implementation of the actions and closing the loop.

Assessment Process

The OIPE shall continually assess all programs and support services in accordance with the process described in the Quality Assurance Manual that provides tools and guidance to academic, administrative/supporting departments for developing and implementing their assessment plan for continuous improvement. The process is a requirement for all units and its implementation is monitored by OIPE with the support of various standing committees such as the Institutional Effectiveness Committee (IEC), the Continuous Improvement Committees (ACICs), and the College Effectiveness Committees (CECs). To assist the faculty and staff in properly carrying out the assessment process, OIPE organizes assessment workshops.

Assessment Outcomes

- a. The assessment procedures shall evaluate the extent to which the KPIs of units and PLOs of academic programs have been achieved.
- b. On the basis of the evaluation results, remedial and improvement actions for academic programs as well as administrative and student support services shall be identified.
- c. The loop shall be closed by assessing the impact of these remedial and improvement actions.
- d. The evaluation results help in improving the academic programs as well as the support services, effective allocation of budget and resources, revision/refinement of strategic goals and mission, and above all continuous improvement of programs and services.

The IE Model shall be consistently applied for assessment and evaluation of all academic and non-academic units leading to continuous quality improvement of academic programs as well as of administrative and support services through closing the loop with the ultimate aim of achieving the strategic goals and the mission of the University.

Contribution of Feedback in Quality Assurance

AU recognizes the significant contribution of periodic feedback, from all relevant stakeholders, for quality assurance and continuous enhancement of academic and non-academic processes and systems. It is for this reason that its Policies and Procedures Manual (PPM) specifically includes a “Policy and Procedure on Surveys”. These surveys include Student Course Assessment Survey (SCAS), Academic Advisory Survey (AAS), students’ perception of achievement of CLOs, senior students’ exit survey and interviews, alumni survey, employers’ survey, advisory board survey, different types of faculty surveys, administrative staff satisfaction survey, satisfaction surveys for all support services offered by the University, KPIs-associated surveys, and ad-hoc surveys, etc. A schedule of these surveys is provided in the “Policy and Procedure on Surveys”. The objective of these surveys is to obtain and analyse the feedback obtained from various stakeholders, identify the strengths and weaknesses, and take corrective as well as improvement actions for continuous enhancement.

In addition to these periodic surveys for obtaining feedback and taking appropriate actions accordingly, the University encourages and supports obtaining feedback through other sources and means. These include feedback from external subject matter experts for improving the curricula, pedagogy, and support services to enhance students’ learning experience and advance higher education in general. In this regard, the feedback of the External Review Teams (ERTs) of the Commission for Academic Accreditation (CAA) and other international accreditation bodies such as Quality Assurance Agency (QAA), WSCUC, AACSB, HCERES, AQAS, etc. is always taken into consideration for making appropriate changes in course syllabi, assessment instruments, and pedagogy. Furthermore, it is recommended that for the sake of overall improvement of academic programs, the colleges and departments seek students’ feedback through specifically arranged meetings about curricula and teaching methodologies, etc., where students’ representatives can be

involved in program-level management committees and engaged in curriculum design, content, and delivery aspects, as and when required.

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy on Institutional Effectiveness	QAIRU
V 1.1	20/09/2012	Minor change - reporting responsibility	QAIRU
V 2.0	13/03/2019	New Quality Assurance Policy	Executive Director - OIPE
V2.1	09/08/2021	Inclusion of OIPE units' description	Executive Director - OIPE
V2.2	05/09/2022	Inclusion of section on the role of feedback	Executive Director - OIPE
V2.3	27/03/2023	Inclusion of joint/dual degrees and progression Agreements' CAA approval in the Unit of Accreditation liaison responsibilities.	Executive Director - OIPE

Policy on Adoption of Accrediting Agencies Policies and Procedures

Policy Owner	Executive Director - OIPE	Responsible Office	Office of Institutional Planning and Effectiveness
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy serves to ensure that Ajman University (AU) is accurately representing itself, and demonstrates its commitment and accountability to the institutional and program accrediting agencies it is associated with. AU is authorized to grant degrees by the Ministry of Education through the Commission for Academic Accreditation (CAA). All the university's academic programs are accredited by CAA and, as such, have had to demonstrate compliance with all the standards deemed by CAA to be comparable to those of higher education institutions locally, regionally and globally. Additionally, CAA standards that relate to the operation of the university and academic and student support services are periodically reviewed for compliance as part of the university's ongoing accreditation.

At the international level, AU has an institutional accreditation by the Quality Assurance Agency for Higher Education (QAA) in the UK, and specialized program accreditations in USA, Europe, Australia and UK. To maintain its accreditation status with these accrediting agencies, AU strives itself to continuously adopt their associated policies and procedures.

In AU's quest for continued academic excellence and international reputation, it embarks on a new journey, aiming to achieve a North American model of institutional accreditation. Specifically, from the Western Association of Schools and Colleges Senior College, and University Commission (WASCUC). In support of this initiative, AU developed the following policy.

Statement

AU officially adopts all the policies, procedures and processes of all the accrediting agencies it is associated with, that relate to its development and delivery of academic programs, academic support and student services programs and general institutional operations. AU's Board of Trustees and administration certifies the following:

- Ajman University describes itself in identical terms to all accrediting agencies and regulatory bodies;
- All information presented in AU's accreditation applications is accurate and thorough;
- AU, in its relation with WSCUC, is committed to the following:
 - a. Adhere to the requirements of WSCUC Eligibility, if granted, and abide by WSCUC's Standards, Policies, and Procedures in the pursuit of Initial Accreditation;
 - b. Promptly communicate to WSCUC any modifications in its status; and
 - c. Disclose to WSCUC any and all information it requires to carry out its accrediting responsibilities, including the activities of governmental bodies and other accrediting agencies that involve AU and any investigations, reports, and legal actions taken by or against the University.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	17/01/2021	New Policy	Executive Director - OIPE
V 1.1	06/08/2024	This policy has been renewed without changes.	Executive Director - OIPE

Policy and Procedure on Surveys

Policy Owner	OIPE Executive Director	Responsible Office	OIPE
Approved By	Chancellor	Effective Date	February 2023
		Next Review Date	February 2026

Purpose

This policy is established to guide the AU community in the process of developing questionnaires, conducting surveys, generating the survey results and appropriate dissemination of these results.

Scope

This policy is applicable to all Ajman University faculty, administrators, and staff.

Definitions:

Survey is defined as a gathering of information through questionnaires, interviews, etc., either through internet communication or paper, to make inferences about a population.

Statement

Surveys are an increasingly popular method for gathering information and feedback from university stakeholders. University applicants, students, faculty, staff, alumni and employers are increasingly being asked to participate in surveys to gather data for administrative, planning, and reporting purposes. AU's increasing need for surveys is a result of the continuous effort to understand student and/or employee and other stakeholders' experiences with AU, to measure outcomes, and to implement quality improvement. AU endeavors to ensure that surveys are well designed and administered in an efficient manner, timed to avoid survey fatigue by not overburdening a target population and to steer clear of conflict of interest in the schedule of results dissemination. Moreover, AU ensures that surveys are well coordinated to represent an efficient use of University resources.

Procedure

The OIPE serves as the main office responsible for coordinating surveys in order to ensure meaningful and reliable results. All surveys are conducted online using different tools. The surveys are categorized into two main types as far as the responsibility of conducting surveys is concerned, OIPE Surveys and College Surveys. The schedule of AU surveys is provided in the following table (Table 1). The surveys are developed and conducted as per the following guidelines:

- The Colleges are responsible in designing the program-specific surveys such as students' perception on CLOs, exit surveys, employer surveys, alumni surveys, senior students' interviews and advisory board surveys. This is in line with the established process described in AU's Quality Assurance Manual (Roles and Responsibilities for Various Aspects of Assessment). The Colleges shall consult and seek approval from OIPE prior to publication of their surveys. The Colleges are also responsible for generating the reports and their dissemination to the appropriate channels for all surveys conducted by the Colleges. The OIPE is responsible for generating the reports and disseminating these reports for all surveys conducted by OIPE.

- The OIPE surveys for different units of the AU community are designed by OIPE in consultation with the concerned units and the dissemination of results is as per the survey schedule (Table 1).
- All Satisfaction Surveys, except those related to assessment of courses and academic advising, shall use 5-point Likert scale and the minimum acceptable overall weighted average score shall be 3.5 out of 5 or 70%. A Corrective Action Plan is required if the achieved score for an indicator is less than the minimum acceptable score of 3.5 out of 5 or 70%. In addition, for continuous quality enhancement, each Unit shall provide an Improvement Action Plan for the following year. Satisfaction surveys related to assessment of courses and academic advising, such as Student Course Assessment Survey (SCAS) and Academic Advisor Survey (AAS) shall use 5-point Likert scale and the minimum acceptable overall weighted average score shall be 4 out of 5 or 80%.
- For all KPIs-related surveys, ad hoc surveys or surveys requested by the Chancellor's Office, and any other survey requested by the CAA/other external agencies, the requester shall adhere to the following:
 - The requester must plan the timeline of the survey in consideration of the survey schedule (Table 1), to ensure that the frequency of surveys of the target population, especially students, are minimized. This is to ensure a good response rate and to avoid burden on respondents.
 - The survey requester must inform OIPE at least two weeks prior to the event/survey publication in order to properly prepare and conduct the surveys.
 - The survey requester shall take the ultimate responsibility in ensuring that the questionnaire captures the required information/data and shall provide OIPE with the details of appropriate target population.
 - The KPI-related surveys shall use 5-point Likert scale and the minimum acceptable overall weighted average score shall be 3.5 out of 5 or 70%. A Corrective Action Plan is required if the achieved score for a KPI is less than the minimum acceptable score of 3.5 out of 5 or 70%. In addition, for continuous quality enhancement, each Unit shall provide an Improvement Action Plan for the following year.

Table 1: Schedule of AU Surveys

#	Survey Name	Responsibility	Survey Respondents	Survey Period			Closing of Survey	Results Dissemination
				Fall Semester	Spring Semester	Summer Semester		
1	Student Course Assessment Survey (SCAS)	OIPE	Students	√	√	√	Before the final exam	After Grade Submission
2	Academic Advisor Survey (AAS)	OIPE	Students	√	√	√	Before the final exam	After Grade Submission
3	Students' Perception on CLOs	College	Students	√	√	√	Before the final exam	After Grade Submission
4	Exit Survey	College	Students		√		End of Spring semester	After Grade Submission
5	Alumni Survey	College	Alumni	Annual (Spring semester)			Decided by College	Decided by College

6	Senior Students' Interview	College	Students		√		End of Spring semester	After Grade Submission
7	Employer Survey	College	Employer	Annual (Spring semester)			Decided by College	Decided by College
8	Advisory Board Survey	College	Advisory Board Members	Every 3 years			Decided by College	Decided by College
9	Faculty Satisfaction Survey	OIPE	Faculty	Annual (Spring semester)			1 week after survey publication	End of Fall Semester
10	Annual Performance Evaluation Survey	OIPE	Faculty	Annual (Spring semester)			1 week after survey publication	End of Fall Semester
11	Professional Development Plan (PDP) Survey	OIPE	Faculty	Annual (Spring semester)			1 week after survey publication	End of Fall Semester
12	Administrative Staff Satisfaction Survey	OIPE	Admin staff	Annual (Spring semester)			1 week after survey publication	End of Fall Semester
13	KPIs-associated Surveys/ Ad- hoc surveys	OIPE	Students, Faculty, Admin Staff, External Stakeholders	As requested in accordance with the specified guidelines			After three weeks from survey publication/ within the day of the event	End of Academic Year
14	Any other survey requested by the CAA/external agencies/ Chancellor's Office	OIPE	TBA	TBA			Within the day of the event/ before the external agencies data submission deadline	End of the Academic year/ before the external agencies data submission deadline

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	14/12/20	New Policy	OIPE Executive Director
V 1.1	29/03/21	Minor change - updated the frequency of alumni and employer survey to annual basis	OIPE Executive Director
V 1.2	31/05/2021	Minor change – Added KPI based surveys requirement of Corrective Action Plan/Unit Improvement and updated Satisfaction Survey Corrective Action Plan/Unit Improvement requirement statement.	OIPE Executive Director
V 1.3	03/02/2023	Minor changes – schedule of items 9-12 have changed from Fall to Spring semester.	OIPE Executive Director

Institutional Documents Revision, Approval and Archiving Policy

Policy Owner	Executive Director	Responsible Office	Office of Institutional Planning and Effectiveness
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Purpose

This policy guides the process of revision, approval and archiving of institutional documents at Ajman University.

Policy Statements

AU, in accordance with the *Standards* of the Commission for Academic Accreditation, maintains and publishes its institutional documents to all relevant stakeholders. AU, since its Initial Licensure has obtained approval from the CAA of its institutional documents and periodically reviews for compliance as part of the University's continuous improvement process and ongoing accreditations.

AU Internal Review of Institutional Documents

The OIPE's Unit of Compliance maps the sections of the institutional documents with the respective annexes of the CAA Standards (Table 1) and generates a report of the needed action to demonstrate compliance. In addition, it also generates a mapping report with the MoE's Framework for Compliance Inspection of HEIs. These reports are submitted to the OIPE Executive Director for review and discussion. As per the outcome of review and discussion, the Unit of Compliance at OIPE shall follow-up with the responsible individual(s) of the needed action to address the deficiencies of the institutional documents. Upon completion of the updates, the revised institutional documents are submitted to the OIPE Executive Director for review and approval. Upon approval, the Unit of Compliance publishes the most current version and archives the previous version of the institutional documents on AU's website.

Table 2. CAA Standards 2019 and AU Institutional Documents Mapping

Annex 3	Policies and Procedures Manual
Annex 4	Undergraduate Student Catalog
	Graduate Student Catalog
Annex 5	Faculty Manual
Annex 6	Staff Manual
Annex 7	Student Handbook
Annex 8	Quality Assurance Manual

Requirements of CAA's External Review Team

The OIPE's Unit of Accreditation coordinates with the Unit of Compliance on all re- licensure and program accreditation requirements relevant to the institutional documents. The Unit of Compliance reviews the requirements of ERTs and coordinates with the individual(s) responsible of institutional document sections

that requires modifications. Upon the completion of the revised section(s), the updated institutional documents are submitted to the Unit of Accreditation and University Ranking for review. Upon the completion of the review, the Unit of Accreditation will submit the revised institutional document (or the specific section) along with the narrative response to the OIPE Executive Director for final approval. Upon approval, the Unit of Compliance publishes the most current version and archives the previous version on AU's website.

Policies and Procedures Manual (PPM) Revision

AU's policies and procedures are periodically reviewed in a three-year period as per the review schedule indicated in each policy or if deemed necessary to address licensure and/or accreditation requirements. The policy owners are responsible for maintaining the policies. Newly developed/substantially revised/withdrawn policies shall be approved by the Chancellor and then submitted to the Board of Trustees for approval at its next meeting. For minor revision of the policies, the policy owners can send the amendment to OIPE. The OIPE's Unit of Compliance updates the PPM to incorporate the approved newly developed/revised or remove the withdrawn policies, publish the current version and archive the previous version on AU's website. More details of this process are provided in the Policy on Policies.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	20/06/2021	New Policy	OIPE Executive Director
V1.1	28/05/2024	Financial policy	OIPE Executive Director

3. Educational Programs



جامعة عجمان
AJMAN UNIVERSITY

Academic Program Development and Revision Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Council for Academic Affairs	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

The established policy guides the Ajman University community in developing new academic programs and revising existing academic programs.

Scope

This policy applies to all academic and non-academic staff that are engaged in academic program development and revision.

Statement

All new academic programs are developed in alignment with AU's mission and goals of the strategic and academic plans. AU adheres to the United Arab Emirates *Qualifications Framework Emirates (QFE)* as required by the *Standards* of the Commission for Academic Accreditation (CAA) of the Ministry of Education (MOE).

AU colleges encourage the development and refinement of academic offerings to reflect the changing needs of learners and society. Faculty are the academic leaders in defining the curricula of the college and work closely with the Department Council, College Council, Curricula and Study Plan Committee and the Council for Academic Affairs to design programs that serve student needs and are both academically sound and fiscally viable.

Academic program development includes the academic and intellectual conceptualization, as well as the processes associated with the development, review and approval of formal new program proposals, as well as revisions to existing programs. Such programs include bachelor's degree, postgraduate diploma, master's degree and doctoral degree programs.

Procedure

New Program Development

The AU program development process is consultative and evidence-based. The two-stage process includes: 1) Preliminary Program Proposal and 2) Final Program Proposal.

Preliminary Program Proposal

1. The process starts with the preparation of a new program proposal by the academic department. For this purpose, the department can request OIPE for a specific template called the "Template for Proposing New Academic Program". Some of the items required in the Template must be properly researched and completed providing sound justification.

2. The Head of the Department shall submit the new program proposal for review and approval, using the above-mentioned Template, first to the Department Council (DC) and then to the College Council (CC).
3. After approval by the College Council, the Dean shall submit the final version of the proposal Template to the Curricula and Study Plan Committee (CSPC) for its review and approval.
4. After the approval of the CSPC, the Dean shall submit the approved version of the proposal Template to the Council for Academic Affairs (CfAA).
5. After approval by the CfAA and the VCAA, it shall be submitted by the VCAA to the Cabinet for review and approval by the Chancellor.
6. Upon approval by the Chancellor, the VCAA shall notify the Dean to proceed with the comprehensive development of the new program.

Final Program Proposal

1. The Dean shall notify the Head of the Department to form an internal committee to work on comprehensive development of the new program.
2. In developing a new program, the Head of the Department/internal committee shall collaborate with the Office of Institutional Planning and Effectiveness (OIPE) to develop an action plan to prepare and submit the *Initial Program Accreditation (IPA) Application*. The IPA Application shall be prepared in accordance with the CAA's *Procedural Manual for Initial Program Accreditation (PM IPA) and Standards 2019*.
3. The Head of the Department shall ensure that the total number of credit hours must at least be equivalent to the minimum required number of credit hours by the CAA. The minimum requirements are as follows. For more details refer to *Standards 2019*.

Bachelor degree

The total number of credit hours of a Bachelor Program should not be less than 120. Thirty credit hours of the program should be devoted to General Education courses. The number of credit hours of Major courses must be 30 credit hours or more. If the program contains a specialization/concentration, the number of credit hours of specialization/concentration courses must be between 15 and 21 credit hours.

Postgraduate Diploma

A Postgraduate Diploma is typically one year of full-time study with a minimum of 24 semester credits (or equivalent) of course work beyond the Bachelor's degree.

Master Degree

A Master's degree requires at least one year of full-time study, or a minimum of 30 semester credits of course work (or equivalent) beyond the Bachelor's degree. The minimum credits are not inclusive of any non-credit bridge courses, which may be required. A Master's degree requires a substantial thesis or dissertation of at least six and no more than nine credit hours.

Doctoral Degree

A Doctorate degree typically requires at least three years of full-time study, with at least 54 semester credits (or equivalent) beyond the Master's level.

1. Upon completion of all the requirements for Initial Program Accreditation (IPA) Application and CAA *Standards* 2019, the Head of the Department shall submit the complete *IPA Application* to the Office of Institutional Planning and Effectiveness (OIPE) for review and feedback.
2. The revised IPA Application, including a detailed self-study report and complete Appendices, shall be submitted by OIPE to the CAA.

Program Revision

Program revisions are in line with continuous improvement at AU. They are guided by feedback from internal/external stakeholders and ensure program's currency and relevance. The Program Revision has three categories, minor change, substantive change, and the addition of a new minor.

➤ **Minor Change:** A change is considered as minor if the revision does not modify a program's key characteristics (such as its goals, program learning outcomes, mode of study or the total number of credit hours) and involves some minor changes to the program. The following are examples of minor changes:

- changes to textbooks or other learning resources;
- changes to prerequisites;
- changes to course codes or titles;
- addition of new elective course(s); changes to assessment procedures. The Minor Change does not require CAA's approval.

➤ **Substantive Change:** A change is regarded as substantive if it:

- a. substantially changes the aims or learning outcomes of a program;
- b. establishes instruction in a significantly different format (such as an intensive term) or method of delivery (such as e-learning);
- c. introduces or closes one or more concentrations within a program;
- d. increases or decreases the number of learning hours awarded for successful completion of a program or the length of the program.

Refer to the Substantive Change Policy for more details concerning substantive change.

➤ **Addition of Minor:** Addition of a Minor is considered as a new application, not a substantive program change application. Therefore, the department must refer to the new program development process.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Dean of Admissions and Registration
V 1.1	20/09/2012	Minor change – Policy ownership allocation	Associate Vice-President for Academic Affairs
V 1.3	19/09/2019	Inclusion of section regarding development of new program	Vice Chancellor for Academic Affairs
V 1.4	25/04/2021	Inclusion of a section regarding the development of an application for substantive change	Office of Institutional Planning and Effectiveness
V 1.5	07/03/2024	The policy has been renewed without changes.	Office of Institutional Planning and Effectiveness

Substantive Change Policy

Policy Owner	Executive Director, OIPE	Responsible Office	Office of Institutional Planning and Effectiveness (OIPE)
Approved By	Chancellor	Effective Date	April 2022
		Next Review Date	April 2025

Purpose

Ajman University (AU) is responsible for following the substantive change standards, policies and procedures of the Commission for Academic Accreditation (CAA), Ministry of Education of the UAE, and WASC Senior College and University Commission (WSCUC) of the USA, and accordingly shall seek the approvals of such changes from these two accreditation bodies, as and when required.

Scope

This policy applies to all types of substantive change submissions to the CAA and WSCUC.

Policy Statement

AU, in line with its Policy on Adoption of Accrediting Agencies Policies and Procedures, must fulfil the applicable requirements of the substantive change policy of each accrediting body that it is associated with. In particular, AU shall adhere to the following:

1. AU shall notify the CAA of all institutional changes that constitute a substantive change, as defined in the CAA Standards, and get its approval prior to initiation of such changes.
2. AU shall notify WSCUC of changes in accordance with the [WSCUC Substantive Change Policy](#) and, when required, seek approval prior to the initiation of changes as detailed below. AU, in order to comply with WASCUC Standards of Accreditation, ensures that all substantive changes must be reported to the Commission in a timely fashion and in accordance with the [WSCUC Substantive Change Manual](#).

Individuals or departments with questions about AU's Substantive Change Policy should consult the Executive Director of the Office of Institutional Planning and Effectiveness (OIPE), who if necessary, will contact the respective accrediting body for further advice and guidance.

1. CAA Substantive Change

1.1 Substantive Change at Institutional Level

Institutions must inform the CAA of any planned or actual substantive changes of the kinds listed below, or others similar to them. They include, but are not limited to, those that:

- a) change the legal status or form of control of the institution, including a change in ownership or a merger with another institution;
- b) significantly alter the mission or goals of an institution;
- c) relocate the primary campus, or establish instruction at a new location such as a branch or additional campus;
- d) close one of the institution's locations;
- e) close one or more of the institution's programs;

- f) make significant changes in the organizational structure, such as separating one unit or institution into two, or joining two separate units; establish a contractual relationship with another organization to provide teaching and learning services;
- g) offer non-credit courses or other activities that affect the mission, or alter faculty or professional staff workload.

CAA Reporting Process:

If the organizational change meets the above conditions, the concerned office/college shall coordinate with OIPE and refer to the following process:

1. **Notice to the CAA** - Notification of the organizational change and consultation with CAA on further actions/substantive change report submission. The institution must give the CAA a report at least four months before the date on which the change is to be implemented.
2. **Evaluation by the CAA** - Review the change, determining the scope and type of evaluation required.
3. **Notification and Status** - The CAA will determine the scope and type of evaluation required, and inform the institution of the review outcome and further action/implementation of change. If the institution proceeds with the change without CAA approval, it risks jeopardizing its licensed and registered status. For more details, refer to the CAA Standards, Annex 1: Substantive Change at Institutional Level.

1.2 Substantive Change at Program Level

Adequate advance planning and lead time are crucial to the successful design and implementation of substantive changes in a program. The Head of the Department, in collaboration with OIPE, shall take into consideration the substantive change submission, review and approval timeline of the CAA and the target implementation at AU.

Development and CAA Reporting Process:

1. The Head of the Department shall obtain the approval of the Department and College Councils. The MoMs shall be well-documented with appropriate justification.
2. Proposed changes in the study plans or curriculum shall be submitted to the Head of Curricula and Study Plans Committee (CSPC) and then to the Council for Academic Affairs for review and approval. The MoMs shall be well-documented with appropriate justification to demonstrate the robust process of review and approval.
3. Once approved by the CSPC, CfAA, and the VCAA, the OIPE shall notify the CAA in advance of the planned substantive change to obtain guidance on the best course of action prior to developing the *Substantive Change* report.
4. Upon OIPE's confirmation, the concerned department shall prepare a Substantive Change report according to the CAA Standards 2019 section 3.14 (substantive change for programs and Annex 17). For preparing the Substantive Change report, the department shall use the specific template available with OIPE: *Application for Substantive Change at Program Level*.
5. Upon completion, the Head of Department shall submit the Substantive Change report to OIPE, which shall submit to the CAA after its review carried out in collaboration with the concerned academic department.

2. WASCUC Substantive Change

As defined by WSCUC, a substantive change "is a change to an institution's mission, educational programs, scope, control, or organizational structure that needs to be reported to and approved by WSCUC in advance of implementation. The standard of review for substantive changes is whether a substantive change would adversely affect the institution's capacity to meet WSCUC Standards of Accreditation."

The following has been adopted from the [WSCUC Substantive Change Manual](#) (September 2021). There are three primary types of actions/changes that require Substantive Change Review and two levels of review:

Type of Actions

1. **Program** - new programs or adjustments to existing programs
2. **Structural** – changes to organizational structure, including institutional mission, ownership, legal status or control
3. **Location** - additional location or branch campus

Levels of Review

Staff Review and Decision

Routine changes within the institution's current scope of accreditation, such as a request to offer an academic program in a discipline closely related to the institution's existing offerings, or a new program that does not require substantial new course to implement, change in program length and additional location at which 50% or more of an educational program is offered, and new branch campus location (after the first branch campus location has been approved by the Substantive Change Committee).

Committee Review and Decision

1. Peer review by the Substantive Change Committee for significant but focused changes, such as new programs representing a departure from the institution's academic portfolio or alterations to delivery methods of existing programs.
2. Peer review by the Substantive Change Committee and by the Commission Structural Committee for changes that reach beyond a program and affect the institution as a whole.
3. Peer review by a team of evaluators (a comprehensive evaluation for changes that significantly affect the institution as a whole and/or pose challenges to its ability to meet WSCUC Standards of Accreditation.
4. Peer review through the Eligibility and Seeking Accreditation process for changes that result in the creation of a fundamentally new institution.

Substantive Change Review Screening Form

AU's Accreditation Liaison Officer (ALO), in consultation with the WASCUC staff, shall submit a Substantive Change screening form via the WSCUC portal to determine the need and/or level of review ([Substantive Change Program Screening Form Preview pdf preview](#)).

Timeline

WSCUC encourages institutions to submit the Substantive Change screening form and/or application and fee (where applicable) **at least six months prior** to the planned implementation date of change. Programs cannot be started without WASCUC approval. Reviews requiring staff review only (e.g., modality change) generally take several months for processing.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/04/2022	Initial policy	Office Institutional Planning and Effectiveness

Collective Ownership of Curriculum

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

This policy is established to recognize and ensure collective ownership of curriculum for every academic program offered by the University.

Scope

This policy is applicable to all faculty members at AU.

Policy Statement

Ajman University (AU) involves various stakeholders in developing, evaluating, and updating the curricula of its academic programs. This includes feedback from students, faculty, alumni, consultation with internal and external academic experts, feedback from accreditation review teams, and formation of advisory groups and/or other modes of engagement and ongoing dialogue.

AU develops its curriculum in line with the CAA Standards and ensures that program learning outcomes are mapped to the relevant descriptors of QFEmirates for the appropriate program level. AU recognizes that high-quality curriculum can be developed by focusing on identifying the appropriate content knowledge, skills, and competencies according to international standards and instructional best practices. Hence, all curricula at AU are collectively developed to be learner-centered, and maintained in order to adopt best practices in teaching and learning, innovation, diversity, equity and inclusion, and to meet the skills sets demand of students' future jobs; ensuring quality education that is sustainable. In this regard, the faculty play a very crucial role. It's their joint responsibility and for that they take collective ownership of the curriculum of their programs.

Procedure

As part of their collective ownership of the curriculum, all faculty members of AU must refer to the following policies that are published in AU's Policies and Procedures Manual. These policies include the defined roles and responsibilities of faculty and other stakeholders, including committees that are involved in curriculum development and revision at AU.

- Policy on College and Department Councils
- Academic Program Development and Revision Policy
- Program Specification Policy
- Course Syllabus Policy
- Substantive Change Policy
- Quality Assurance Policy
- E-Learning Policy (as applicable)

In addition, the faculty members must refer to the roles and responsibilities relevant to curriculum development that are defined in the Faculty Manual.

Moreover, the Quality Assurance Manual details the assessment mechanism that should be followed at AU. Also, it defines the roles and responsibilities for various aspects of assessment in academic programs, showing an integrated system of assessment, evaluation, and continuous improvement involving the Institutional Effectiveness Committee (IEC), College Effectiveness Committees (CECs), and Assessment and Continuous Improvement Committees (ACICs). The continuous improvements, among others, include review and updating of program curriculum to ensure its currency and relevance.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	09/03/2023	Initial policy	Office of Vice-Chancellor for Academic Affairs

Program Specification Policy

Policy Owner	Office of the Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

This program specification policy states the standards for program specification purpose, preparation, update and revision.

Statement

The purpose of program specifications is to act as a definitive record of the program, setting out the program's intended aims and learning outcomes, structure, admission requirements, approaches to teaching and learning, assessment and quality assurance. The Program Specifications are prepared in accordance with the CAA Standards, Annex 10: Program Specifications, which provide a full picture of the program.

For each program offered, AU provides a comprehensive specification document that:

- is a primary source of information for students and prospective students seeking an understanding of a program; what students need to have achieved in order to enter the program, what will be expected of them during the program, and what they will have achieved having taken the program;
- assists those involved in program curriculum development to appreciate the structure of the program and its learning outcomes;
- allows internal and external reviewers to understand the program's learning outcomes, structure and approach;
- is a source of information for employers, particularly about the skills, knowledge and aspects of competencies that they can expect from graduates of the program;
- assists institutions in communicating essential program information to external stakeholders, such as professional bodies;
- is a guide for receiving feedback from students on the extent to which they perceived that the opportunities for learning were met.

Each program specification should include:

- program title and program code/number;
- authoring team;
- date document prepared;
- dates of initial accreditation of the program and, where appropriate, subsequent renewal of accreditation of the program;
- dates of international accreditation and subsequent renewal of accreditation, if applicable;
- academic unit(s) delivering the program;
- in cases of interdisciplinary or jointly offered programs, the academic unit primarily responsible for the program;
- delivery support partner (as applicable);

- i. delivery mode(s);
- j. educational aims of the program;
- k. program learning outcomes;
- l. completion requirements;
- m. program structure;
- n. support for students and their learning;
- o. criteria for admission;
- p. facilities, including laboratories, studios or other specialist resources supporting the program;
- q. methods for evaluating and improving the quality and standards of teaching and learning;
- r. assessment plan for program learning outcomes;
- s. indicators of quality and standards;
- t. program matrices or schematic showing:
 - the schedule of delivery;
 - program learning outcomes mapped to course learning outcomes;
 - program learning outcomes mapped to descriptors of the QFEmirates for the appropriate program level;
 - teaching and learning methods;
 - assessment methods.

Implementation

- The Program Coordinator and the Head of the Department are responsible for ensuring that the requirements of this policy are communicated effectively and are supported by appropriate administrative arrangements and documentation. The Program Specification shall be prepared using the template provided by the Office of Institutional Planning and Effectiveness (OIPE), and shall be amended from time to time in accordance with the changes and development of the program and/or as required by the CAA.
- It is the responsibility of Program Coordinator and the Head of Department to maintain and update their program specifications. The final version of program specifications document should be reviewed and ratified by the departmental committee in the College.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	11/01/2021	Initial policy	Office of the Vice-Chancellor for Academic Affairs
V 1.1	07/03/2024	The policy has been renewed without changes	Office of Institutional Planning and Effectiveness

General Education Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Coordinator of the GEP
Approved By	Chancellor	Effective Date	July 2023
		Next Review Date	July 2026

Purpose

The policy provides guidelines for the development and management of the General Education Program (GEP) at AU and the inclusion of required General Education courses in the study plans of undergraduate degree programs.

Scope

This policy applies to students, faculty, staff, administrators, General Education Program (GEP) Council, academic colleges and departments, and non-academic stakeholders.

Statement

The General Education Program (GEP) is an independent program that is included as mandatory requirement within all undergraduate academic programs offered by Ajman University. Therefore, the student must complete the program requirements with at least a passing grade in all GEP courses in order to graduate with a Bachelor degree from AU. The GEP courses are included in all study plans of undergraduate academic programs.

GEP completion and credit transfer

- Each undergraduate student at AU must complete 30 credit hours in the general education program as part of their graduation requirement, a total of 10 courses with 3 credit hours for each course.
- Students can transfer up to 30 credit hours to the GEP from their previous recognized institution as long as this doesn't exceed the number of total credit hours allowed to be transferred from another institution.
- Students can transfer GE courses from other institutions if they satisfy AU policy for credit transfer. The transferred course is 3 credit hours and 75% of its content match with the equivalent course at AU and achieve a minimum grade of C in the transferred course.
- The transferable course description and course syllabus will be referred to the department of its specialty to decide on the course equivalency request suitability matching of the course content.
- Every AU student shall cover pre-determined areas of study in the General Education program, specifically areas required by national and international accreditations.
- Each undergraduate student shall study at least one course that covers each of the areas mentioned in Table 1.

Table 1

Areas of Study that shall be covered by at least one course	
Arabic language	Humanities and Arts
English language	Sciences
Islamic studies	Social and Behavioral Sciences
Emirates studies	Quantitative and Data Analysis
Innovation and Entrepreneurship	

- In addition to the areas of study that are covered by at least one course, as mentioned in Table 1, the areas of study mentioned in Table 2 are covered by GEP courses, not specific to a certain course.

Table 2

Areas of Study covered by GE courses, not specific to a certain course	
Sustainability	Leadership and Teamwork
Writing	Quantitative Reasoning
Critical Thinking	Technology
Problem Solving	Social Responsibility
Research	Analytical Thinking
Communication	Information Literacy

GEP courses:

- Each course consists of 3 credit hours (either 3 theory or 2 theory + 1 lab) as pre-determined by the department of specialty when designing the course.
- Each course must have defined course learning outcomes that meet the University level requirement for a course covering the three levels of learning (knowledge, skills, and competence).
- Each course must have a planned syllabus that meets the requirement of the most recent CAA *Standards* and follows the most updated syllabus template distributed by the OIPE.
- The course must be an introductory course at undergraduate level with no pre-requisite.
- Adding courses to the GEP is suggested by the GEP Council and following the procedure of AU internal academic approvals for new courses.
- The GEP courses are offered by academic departments of the specialty, which in turn are committed to respond to the requirements of the GEP Council for developing and ensuring the effectiveness of the program.

GE Program Effectiveness:

- The GEP develops well-formulated, defined, and measurable GE Learning Outcomes (GE-LOs) for the GE Program.
- The GE-LOs shall cover wide areas of the three levels of learning; knowledge, skills, and competence, in a manner that allows for inclusion of all GE courses covering the areas of studies mentioned in Tables 1 and 2.
- Each GE-LO is mapped and measured by pre-determined sufficient number of CLOs from several GE courses.
- GE-LOs are mapped to Institutional Learning Outcomes (ILOs).

- An annual effectiveness report is prepared by GEP Council demonstrating the achievement of GE-LOs. The report includes a detailed evaluation of courses and recommended improvement actions to be implemented together with the overall program development for the next measuring cycle.
- The effectiveness report along with course reports (ICARs & CARs) shall be submitted to the OIPE as instructed in the course assessment calendar.
- Course files for all GEP courses are to be updated every semester according to CAA *Standards* by the course instructor.

Managing and developing the GEP

- The GEP is developed, updated, evaluated, and overseen by a Council.
- The Council is appointed by the Vice Chancellor for Academic Affairs (VCAA). Therefore, the GEP Council reports all its functions to the Office of the VCAA.
- The GEP Council is headed by the GEP Coordinator. The Council consists of up to 6 faculty members from different colleges. The members of the Council are selected by the GEP Coordinator after consulting with the VCAA, who appoints the members.
- The GEP Council is responsible for coordinating with all academic colleges and stakeholders in order to develop the program and ensure its effectiveness.
- The GEP Council prepares and submits the required reports about the GEP to internal and external accreditation agencies.
- The GEP Council runs the operation of the GEP as follows:
 - Continuously develops the GEP as required.
 - Prepares effectiveness reports for the program, evaluates the development of the program, and gives feedback to concerned academic and non-academic stakeholders.
 - Follow-up with academic staff and oversee the completeness of the course files.
 - Prepares and coordinates with academic colleges for class schedules of GE courses.
 - Prepares and coordinates with academic colleges for the final exam schedules of GE courses.
 - Provides feedback and consultation to the VCAA on the requirements for the development of GEP.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	6/07/2021	New Policy	GEP Council
V 1.2	31/07/2023	Minor revisions mostly in GE Program Effectiveness	VCAA

Undergraduate Completion Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	February 2023
		Next Review Date	February 2026

Purpose

This policy outlines the procedure to be followed by admitted undergraduate students until their graduation and describes how the graduation requirements, as approved in the accreditation of the program by the CAA, are implemented. Furthermore, it also includes how completion of the requirements of a degree is assessed.

Addition of the program on the Registration system

- Once the program is awarded initial accreditation from the CAA, the Dean of the College sends to the Registrar the following:
 - The final list of all courses in each category: Compulsory and elective courses of General Education courses, College courses, Major courses, and Minor courses when applicable.
 - The detail of each new course: course number, credit hours, contact hours of Lectures, Lab sessions, and Tutorial sessions per week, pre-requisite course(s), and level of study.
- Once the Registration officer enters the program on the system, he submits to the Registrar an electronic copy of the entered study plan on the system.
- The Registrar ensures that the entered study plan complies with the CAA standards:
 - It contains 24 credit hours of General Education,
 - The number of credit hours of Major courses adds up to at least 30 credit hours,
 - Minor courses add up to at least 15 credit hours if applicable,
 - the total number of credit hours of the program is as approved by the CAA: not less than 120 credit hours for Bachelor Programs.
- The Registrar sends the electronic copy of the study plan to the Dean of the College for approval.
- Once the approval of the Dean is obtained, the Registrar sends the list of the details of new courses to the Finance Department to enter on the system.
- The Registrar activates the new program on the Registration system so that admission to the program can be opened, and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside AU

- Students can benefit from AU MoUs with other institutions. AU allows its non-transferred students to take some courses of their study plan in accredited institutions in the UAE or abroad during their studies.
- Most of the courses, that could be studied outside AU, must be credit hours of courses of the first 3 level years: 1st, 2nd, and 3rd year.
- The transferred courses should not, in any case, include more than 50% of the credit hours of the program.

- d. Under no circumstances, the Dean of the College and the Registrar will grant approval to study more than 12 credit hours of the last thirty credit hours of the program outside AU.
- e. The academic advisor and the Registration officer in charge are responsible in following up the academic progress of the student, to avoid delays in the student's graduation.

Follow up of graduating students

- a. At the end of the add-and-drop period of each semester, the registration officer makes a (Degree Evaluation Audit) on the banner system for the expected graduates to ensure that the earned courses along with the registered courses during the current semester cover all the requirements for graduation (Compulsory and Elective courses of each category) subject to passing currently registered courses. In case of mismatch, he/she transfers the case to the Registrar who will in turn discuss the case with the Dean of the College.
- b. After the results appear and before the end of the semester the registration officer sends to the Dean of each college the transcripts of graduating students to approve their graduation
- c. Finally, for each program, the list of graduating students' names and IDs are compiled by the Office of Registration before the end of the semester.

NB:

When a student takes 50% or more of a program's credit through online courses, the student transcript shall clearly state that the program delivery mode was online.

Follow of approved graduating students after announcements of end of semester results

Once the results are announced, the Registrar sends to the Dean of each College:

- The list of graduating students, along with their final Transcript, whose CGPA is 2.0 or above, and Doctor of Medicine students whose CGPA is 2.5 or above.
- The list of graduating students that completed all courses but whose CGPA is less than 2.0. or CGPA less than 2.5 for DM students. These students will be asked by the academic advisor to re-take course/s from their study plan to raise their CGPA to 2.0 or above, and CGPA of 2.5 or above for DM students.
- The list of graduating students who failed one or more courses during their last semester. These students may ask for a re-sit exam if they have failed one course and it is the last course required for graduation. Otherwise, they will retake the courses during the following semester.

Change of student status from Regular to Graduate student

- a. Each Registration officer shall change the status of the student to a graduate student after ensuring that:
 - The name of the student is in the approved list of graduates.
 - The individual transcript of the student is signed by the academic advisor, and the Dean of the College.
 - The most recent personal data (filled in by the graduating student in the graduation clearance form) are consistent with the existing ones on the system.
 - The student submitted his/her clearance form attached with a recent passport and national identification.

- b. The Registrar sends the list of declared graduates to the Deans of the Colleges including the following information: ID, Name, earned credit hours, CGPA, and program.

The Registrar is responsible for uploading- the certificates of the graduates to the -the Ministry of Education portal for degree verification.

NB:

- Changing the name of the graduate is not allowed once the graduate has been delivered his/her graduation certificate, While it is possible to put a sticker on the back of the certificate and the official transcript showing the old name from which the student graduated and the new name, provided that he/she presents an official document.
- A Graduate cannot be re-enrolled in the same program to raise his CGPA if he/she had been issued his/her graduation certificate.

Graduation Certificates

- Each graduate will be given a Graduation Certificate in Arabic and English and Transcript, only after his/her clearance has been approved by the college and the concerned offices. Such clearance can't be approved if s/he has dues towards Ajman University. Ajman University is entitled to withhold the graduation certificates, the Transcript, the diploma (wall certificate), and any other letter or certificate, if s/he does not fully honor his/her obligations towards Ajman University, including financial commitments or dues.
- The certificate shows the Merit that corresponds to the student's CGPA according to the following scale:

Scaling System for Graduation

Cumulative GPA	Merit
From 3.8 to 4.0	Excellent with Merit
From 3.6 to less than 3.8	Excellent
From 3.0 to less than 3.6	Very Good
From 2.5 to less than 3.0	Good
From 2.0 to less than 2.5	Pass

- The CGPA passing grade for undergraduate programs is 2.0 except for Medicine, the required CGPA is 2.5.
- The graduation certificates contains the security chip.
- Each graduate is entitled to only one wall graduation certificate in either Arabic Language or English Language depending on the Medium of Instruction of the program. This certificate is distributed after the Graduation Ceremony.

Time Allowed for Completion of a Degree Program

- a. The maximum time for a student in which he/she may complete a degree program is double the regular number of required semesters. In other words, a four-year bachelor's degree must be completed in a maximum of 16 regular semesters of enrolment in the program (not including summer semesters). Suspended semesters are not counted in the time allowed for students to complete their degree.
- b. The minimum time allowed to complete a degree for non-transfer students is a minimum of six regular semesters for four-year programs and eight regular semesters for five-year programs.
- c. The maximum and minimum number of semesters of enrollment for transfer students are determined after the deduction of the number of earned/transferred semesters (15 credits correspond to one semester) from the above limits.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	24/10/2010	Initial policy	Dean of Admissions and Registration
V 1.1	20/09/2012	Minor change – scaling system	Vice President for Student Affairs
V 1.2	27/05/2017	Minor change – credit hours for General Education	Vice Chancellor for Academic Affairs
V 1.3	27/09/2020	Minor change – transcript entry provision for courses delivered through e-learning	OIPE Executive Director
V 1.4	02/02/2023	The policy has been updated consistent with the Degree Audit and Graduation Policy	Office of Registration

Graduate Completion Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	February 2023
		Next Review Date	February 2026

Purpose

This policy outlines the procedure to be followed by admitted graduate students until their graduation and describes how the graduation requirements, as approved in the accreditation of the program by the CAA, are implemented. Furthermore, it also includes how completion of the requirements of a degree is assessed.

Addition of the program on the Registration system

- Once a Graduate program is awarded initial accreditation from the CAA, the Dean of the College sends to the Registrar the following:
 - The approved list of all courses of Compulsory and Elective courses.
 - The detail of each new course: course number, credit hours, contact hours of Lecture, Lab sessions, and Tutorial sessions per week, and the pre-requisite course(s) level of study.
- The Registration officer submits to the Registrar an electronic copy of the entered study plan on the system which shows the list of courses along with their details in each category, and the number of required credit hours in each category.
- The minimum number of credit hours/credit units required for the completion of a qualification must be no less than the following:
 - Associate degree (Diploma) or its equivalent – 60 semester hours or equivalent;
 - Baccalaureate Degree or its equivalent – 120 semester hours or equivalent;
 - Postgraduate Diploma – 24 semester hours or equivalent;
 - Master's Degree or its equivalent – 30 semester hours including thesis requirements (if any), or equivalent. If the program has a thesis component, then the number of credit hours of taught courses should not be less than 21 credit hours;
 - Doctoral Degree or its equivalent – 42 semester hours including dissertation requirements, or equivalent, with at least 24 of those hours being "taught" classes rather than dissertation credits.
- The Registrar sends an electronic copy of the study plan to the Dean of the College for approval.
- Once the approval of the Dean is obtained, the Registrar sends the list of new courses to the Finance Department to be put on the system.
- Finally, the Registrar activates the new program on the Registration system so that admission to the program can be opened and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside AU

- Independently of the number of credit hours that could be transferred to transferring Graduate students who are in good academic standing (CGPA is 3.0 out of 4.0 or above), the maximum number of credit

hours that will be transferred should not exceed 25% of the total number of credit hours of the courses that compose the program.

- b. The transferred courses should not, in any case, include more than 25% of the credit hours of the final year of the program.
- c. To encourage its students to benefit from its MoUs with other institutions, AU encourages its non-transferred students to take some courses, up to 6 credit hours, of their study plan in accredited institutions in the UAE or abroad during their studies. However, at least 3 credit hours must be a course of the 1st year of the program.
- d. Under no circumstances, the Dean of the College and the Registrar will grant approval to study more than 6 credit hours of the final year credit hours outside AU.
- e. The academic advisor and the Registration officer in charge are responsible for following up on the academic progress of the student, to avoid delays in the student's graduation.

Follow up of graduating students

- a. At the end of the add-and-drop period of each semester, the registration officer makes a (Degree Evaluation Audit) on the banner system for the expected graduates to ensure that the earned courses along with the registered courses during the current semester cover all the requirements for graduation (Compulsory and Elective courses of each category) subject to passing currently registered courses. In case of mismatch, he/she transfers the case to the Registrar who will in turn discuss the case with the Dean of the College.
- b. After the results appear and before the end of the semester the registration officer sends to the Dean of each college the transcripts of graduating students to approve their graduation
- c. Finally, for each program, the list of graduating students' IDs are compiled by the Office of Registration before the end of the semester.

NB:

When a student will take 50% or more of a program's credit through online courses, the student transcript shall clearly state that the program delivery mode was online.

Follow up of approved graduating graduate students after announcements of end of semester results

- a. Once the results are announced, the Registrar sends to the Dean of each College:
 - The list of graduating graduate students along with their final Transcript whose CGPA is 3.0 or above.
 - The list of graduating graduate students who completed all courses but whose CGPA is less than 3.0. These students may be allowed by the college's dean to re- take course/s from their study plan to raise their CGPA to 3.0 or above.
 - The list of graduating students who failed one or more courses during their last semester. These students may ask for a re-sit exam if they have failed in one course otherwise, they will re-take the courses during the next semester.

Change of student status from Regular to Graduate student

- a. Each Registration officer shall change the status of the student to a graduate student after ensuring that:

- The name of the student is in the approved list of graduates.
 - The individual transcript of the student is signed by the academic advisor and the Dean of the College.
 - The most recent personal data (filled in by the graduating student in the graduation clearance form) are consistent with the existing ones on the system.
 - The student submitted his/her clearance form attached with a recent passport and Emirates ID.
- b. The Registrar sends the list of declared graduates to the Deans of the Colleges including the following information: ID, Name, earned credit hours, CGPA, and program.

The Registrar is responsible for uploading the certificates of the graduates to the Ministry of Education portal for degree verification.

NB:

- Changing the name of the graduate is not allowed once the graduate has been delivered his/her graduation certificate, while it is possible to put a sticker on the back of the certificate and the official transcript showing the old name from which the student graduated and the new name, provided that he/she presents an official document.
- A Graduate cannot be re-enrolled in the same program to raise his CGPA if he/she had been issued his/her graduation certificate.

Graduation Certificates

- a. Each graduate will be given a Graduation Certificate in Arabic and English and Transcript, only after his/her clearance has been approved by the college and the concerned offices. Such clearance can't be approved if s/he has dues towards Ajman University. Ajman University is entitled to withhold the graduation certificates, the Transcript, the diploma (wall certificate), and any other letter or certificate, if s/he does not fully honor his/her obligations towards Ajman University, including financial commitments or dues.
- b. The certificate shows the Merit that corresponds to the student's CGPA according to the following scale:

Scaling System for Graduation

Cumulative GPA	Merit
From 3.8 to 4.0	Excellent with Honor
From 3.6 to less than 3.8	Excellent
From 3.3 to less than 3.6	Very Good
From 2.0 to less than 3.3	Good

- c. The two graduation certificates contains the security chip.
- d. Each graduate is entitled to only one Wall Graduation Certificate in either Arabic Language or English Language depending on the Medium of Instruction of the program. This certificate is distributed after the Graduation Ceremony.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	Dean of Admissions and Registration
V 1.1	20/09/2012	Minor change	Vice President for Student Affairs
V 1.2	15/10/2017	Minor change – added details on number of required credit hours	Vice Chancellor for Academic Affairs
V 1.3	27/09/2020	Minor change – transcript entry provision for courses delivered through e-learning	OIPE Executive Director
V 1.4	02/02/2023	The policy has been updated consistent with the Audit and Graduation Policy	Degree Office of Registration

Policy on Double Major, Major/Minor and Second Degree

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of the VCAA
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Purpose

To define AU's policy on double major, major/minor and second degree.

Scope

This policy is applicable to all Ajman University undergraduate students.

Definitions

Major: The major is the field of study in which a student specializes at the undergraduate level. The major requires that a student complete a minimum of 30 semester credits (or equivalent) that are specified for the major and distinctive to that subject area. A student receiving a degree with a major will be issued a degree certificate that includes the name of the major.

Double Major: Double major requires meeting the subject-area requirements of each of the two majors.

Minor: A minor is a separate field of study outside the major or concentration in which a student has a secondary area of specialization, requiring less course work than the major. Minors require that students earn no less than 12 credit hours in subject area courses outside the student's major.

Concentration: A concentration is a grouping of courses which represent a sub-specialization taken within the major field of study. In accordance with CAA's *Standards* 2019, concentration may be specified on the student's academic record (transcript) but not on the degree certificate. The concentration shall include at least 15 credits of study, or equivalent, in the specialized field in order to be recognized by the MoE. In graduate programs this must include the thesis and at least 9 credits of other courses.

Policy Statements

Double Major

AU currently does not provide the option of double major for any of its programs.

Major/Minor

AU students are eligible to enroll for a minor while they are pursuing their major after they have completed 50% or more credit hours from their study plan with minimum Cumulative GPA (CGPA) of 2.5. Also, their application for major/minor must be submitted prior to the specified deadline, which is one week before the last day of the add/drop period of their expected graduation semester. The approvals of both the Dean of the college offering the major and the Dean of the college where student is seeking a minor are required for admission of the student to the requested minor. The primary academic advisor of the student will continue to serve as advisor for both major and minor. However, the academic advisor may seek assistance and cooperation from the department or college offering the selected minor.

The completion requirements for the minor, including the prerequisites required to take the specified courses, are well defined for all minors offered by Ajman University. Students enrolled in major/minor must satisfy all the degree completion requirements of the major as well as all stated completion requirements of the minor.

The student's transcript and degree certificate will indicate the major. The minor completed at the time of graduation will be indicated on the student's transcript. For graduation, the student must obtain a cumulative GPA of at least 2.0 in all subjects related to the major, as per the approved study plan, as well as a cumulative GPA of 2.0 in subjects required for the selected Minor. The cumulative GPA of the major shall be calculated based on all courses in the approved study plan. The cumulative GPA of minor shall be determined based on the list of courses specified for successful completion of the minor.

The CGPA mentioned on the transcript shall be the overall CGPA calculated based on all courses of major in the approved study plan as well as the additional courses taken to satisfy the requirements of the minor. Furthermore, the degree certificate shall mention the corresponding merit (Excellent, Very Good, Good, ...) for the overall CGPA of major and minor courses as mentioned above.

Second Degree

- An additional undergraduate degree may be awarded to graduates of first degree from AU only when a student meets the admission requirements for the second degree and upon completion of the requirements of the additional degree, which must include at least 30 credit hours that are distinctive to that particular program/major and not taken to meet requirements of the first degree.
- An additional Master's degree may be awarded to graduates of first degree from AU only when a student meets the admission requirements for the second degree and upon completion of the requirements of the additional degree, which must include at least 15 credit hours of courses (excluding thesis/dissertation credits) that are distinctive and not taken to meet requirements of the first degree.

A student who has already graduated with an undergraduate degree from an institution other than AU can apply for a second undergraduate degree but would not get credit for any course listed in the transcript for the first undergraduate degree. The same applies to an applicant for second graduate degree who graduated from an institution other than AU. No credit will be granted from the courses listed in the transcript for the first graduate degree.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	30/04/2017	New Policy	Vice-Chancellor for Academic Affairs
V 1.1	16/06/2021	Added definitions	Vice-Chancellor for Academic Affairs
V 1.2	11/11/2021	Major revision	Vice-Chancellor for Academic Affairs
V 1.3	20/09/2023	Minor revision	Vice-Chancellor for Academic Affairs

Joint/Dual Degrees Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2025
		Next Review Date	April 2028

Purpose

This policy is established to provide guidance in developing and implementing joint/dual degree programs at Ajman University.

Definitions

Joint Degree: A single degree awarded by two institutions, where students study a curriculum that is agreed between the two institutions.

Dual Degree: Two degrees awarded by two institutions, to students who have met the requirements for completion of both degrees.

Introduction

Ajman University (AU), in line with its mission, core values and internationalization strategy, seeks affiliation with overseas institutions through formal agreements on joint/dual degree programs. Through these agreements, the Office of International Academic Affairs, in collaboration with AU colleges and offices, assists the University in broadening its international academic character, promoting international reputation and becoming part of the emerging global knowledge and learning network. In addition, it shall expose AU students to different cultures and customs and enhance the ability of its graduates to compete in the national and international job markets.

Policy Statements

All colleges and offices involved in developing and implementing joint/dual agreements shall adhere, but not limited to, the following:

1. In support of AU's Internationalization Strategy, formal international partnerships shall be developed and implemented with reputed universities worldwide, especially the Top 200 ranked academic institutions;
2. Ensure that each institution in the partnership is recognized and/or accredited as a Higher Education Institution in the higher education system in which they operate;
3. All elements of the joint/dual degree program are required to be developed and delivered in accordance with the relevant CAA Standards, WSCUC Standards of Accreditation, and WSCUC policies on joint and dual degrees;
4. Ensure that the joint/dual degree program is offered in accordance with the legal frameworks of the relevant national higher education systems involved in the partnership;

5. Ensure that AU assumes primary responsibility for the programs' compliance with the CAA Standards, while also meeting the requirements of the partner institutions;
6. AU shall allow no more than fifty percent (50%) of the program curriculum to be delivered by the partner institution for the qualification awarded by AU.
7. For each dual-degree awarded by Ajman University, the same quality assurance mechanisms shall be applied as it follows for the same program for all its students, in accordance with the CAA Standards.
8. A joint or dual degree program shall follow the approval process outlined in the Academic Program Development and Revision Policy.
9. The ALO (Accreditation Liaison Officer) shall do the required correspondence with WSCUC regarding any joint/dual degree programs to be offered by AU, upon the request of the College intending to develop such a program.

Procedure

The following procedure's purpose is to streamline the proposal evaluation process and to ensure that, through adhering to high standards, the proposal best serves AU goals as stated above.

1. A pre-proposal application for the establishing a joint or dual degree with a partner institution, following the standard template provided in Appendix A (available through the OIAA), is submitted by the college dean to the Office of International Academic Affairs (OIAA) for initial evaluation and approval, ensuring the proposal aligns with the university internationalization strategy.
2. The Director of the OIAA then submits the pre-proposal to the Office of the Vice Chancellor for Academic Affairs (VCAA) for approval.
3. Upon approval of the pre-proposal by the VCAA, the faculty member(s) submitting the proposal, in coordination with colleagues in the partner institution and with the support and guidance of the Director of the OIAA and the College representative on the International Academic Affairs Committee, will proceed to draft an articulation agreement. A template for this agreement is provided in Appendix B (available through the OIAA). The agreement clearly outlines the proposed joint/dual degree course structure, ensuring compliance with CAA standards and the guidelines set by the WASC Senior College and University Commission (WSCUC) for joint/dual degrees.
4. Once the consent of the partner institution is secured, the draft agreement for the joint/dual degree program, along with a formal, detailed proposal document, based on a standard template provided in Appendix C (available through the OIAA), is submitted to the Dean. The dean will then submit the proposal for review and evaluation by the College Council for final recommendation, after which the Dean forwards the final proposal documents to the Director of the OIAA.
5. The OIAA reviews the final proposal documents and submits them to the University Registrar for review and approval.
6. The OIAA then submits the documents, along with a written justification, to the Office of the VCAA for final program approval. The Office of the VCAA shares the documents with the OIPE Office for their input before granting final approval.
7. The OIAA submits the final approved agreement to the Chancellor's legal advisor for review and stamping.



8. After a final review by the Accreditation Liaison Officer (ALO) in correspondence with the WSCUC, the joint/dual degree articulation agreement is forwarded in its final form, through the OIPE and the Office of the Chancellor, to the CAA for approval.
9. The agreement is signed by the Chancellor and the legal representatives of the partner institution.
10. The OIAA conducts a comprehensive annual evaluation process for joint and dual degree programs to ensure their continued quality and compliance with accreditation standards.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	17/05/2023	Initial policy	Office of Vice-Chancellor for Academic Affairs
V 2.0	15/04/2025	This policy revision reflects the inclusion of updated procedures and operational processes.	Office of Vice-Chancellor for Academic Affairs

Teach-Out Policy

Policy Owner(s)	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date (revised)	August 2022
		Next Review Date	August 2025

Purpose

This policy explains the process adopted by Ajman University in case of discontinuation of an academic program offered by the University or closure of the institution as a whole.

Scope

This policy applies to all academic programs offered by Ajman University as well as students enrolled in these programs and the University as an institution.

Statement

Ajman University is a single-campus institution located in the Emirate of Ajman, UAE. It offers a number of undergraduate and graduate programs, all accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Education (MOE). In case of discontinuation of one or more of its academic programs or closure of the institution as a whole, the teach-out plan should be based on the fact that the University is a community with a responsibility for the well-being and interest of students, faculty and staff. While students' interest is obviously of utmost importance in a teach-out plan, the teach-out plan shall also take into consideration the personnel, equipment and laboratories specific to the program(s) being phased out.

The University will provide all necessary support to students to complete their academic program(s) with minimal disruption, if any. For this purpose, the required resources, faculty and staff will be available during the phase-out stage. Similarly, for faculty and staff associated with the concerned academic program(s), appropriate plans will be developed to assist them. This is accomplished by adopting the following teach-out policy and procedure.

I) Discontinuation of a Program

Ajman University (AU) may find it necessary to discontinue the offering of a program either in compliance with the regulations or directives of the Commission for Academic Accreditation (CAA), Ministry of Education or as a result of internal program review at AU. Once the University has decided to discontinue an academic program, it will:

- Inform the CAA about its decision to discontinue the program.
- Stop admitting students to the discontinued program.
- Within two weeks after the decision to discontinue an academic program has been made, the concerned students, faculty and support staff shall be notified about the decision by the Dean.
- Students enrolled in the discontinued program will be assisted by their academic advisors in explaining this teach-out policy. They shall also be informed of other options available to them including transfer to other institutions offering courses comparable to that offered by AU.
- An audit will be conducted for each student enrolled in the discontinued program to identify the remaining courses to complete the program.

- f) AU shall appropriately generate a teach-out plan to ensure its commitment to provide high-quality education to the remaining existing students. The teach-out plan shall indicate the last admission to the program, the number of existing students in the program, expected date of the last batch of students' graduation and the reason of program discontinuation. The teach-out plan shall be submitted to the VCAA for approval.
- g) Upon the approval of the program teach-out plan by the VCAA, AU shall communicate it to all relevant stakeholders for implementation and/or information concerning the approved plan.
- h) As per the program's study plan, AU shall continue to offer the courses till the last cohort of the program graduates.
- i) In cases where some students were unable to follow the study plan due to their academic standing or personal constraints, AU shall open a class section to accommodate these remaining students. However, if the number of students is quite below the minimum class size, the respective College shall evaluate the course(s) structure and the learning outcomes to determine if the course(s) can be offered through independent study. Consequently, at the discretion of the College, the course(s) shall be offered through independent study. Records of independent study approvals for discontinued programs and corresponding supporting documentation shall be maintained by the College.
- j) Students who decide to withdraw from a discontinued program will not be permitted re-entry into the program if their remaining courses are no longer offered in accordance with the teach-out plan.
- k) AU may, if it is possible, at its sole discretion, reassign some faculty and staff within the University. However, the availability of such an option is not guaranteed and its scope will be quite limited, if indeed possible.
- l) AU shall form a task force to devise a plan to re-utilize, as much as possible, sell, donate or dispose of the equipment and material of laboratories, clinics, studios, etc. associated with the affected program after their utilization in the phase-out stage.

II) Closure of Institution

In case Ajman University (AU) is denied Institutional Relicense by the CAA or its Board of Trustees decides to close the University, then for each of its offered programs, it shall follow the same process as mentioned above for a discontinued academic program, if so approved by the CAA. Otherwise, it shall exercise the second option of developing and implementing teach-out agreement(s) with other institution(s) recognized by the CAA. Any teach-out agreement developed with another institution will be submitted to the CAA for its endorsement before its implementation.

AU would also like to mention here article 17 of the Amiri Decree No. 6/2021, which states:

"If the University stops performing its tasks and achieving its goals for any reason whatsoever, HH the Ruler of Ajman will issue - upon the recommendation of the BOT- an Amiri Decision to organize the continuity of the University".

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	06/07/2021	Initial policy	Office of the Vice-Chancellor
V 1.1	17/08/2022	Minor change -Inclusion of personnel, equipment and laboratories in teach-out plans	Office of the Vice-Chancellor

Advance Standing and Prior Learning Assessment and Recognition (PLAR) Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA and Office of Registration
Approved By	Chancellor	Effective Date	September 2022
		Next Review Date	September 2025

Advance Standing

AU recognizes advanced standing with the condition that at least 50% of the credit hours of the undergraduate programs, including the majority of the final year courses, are completed at AU. For graduate programs, at least 75% of the credit hours should be completed at AU.

Recognition of Prior Learning

The objective of Prior Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of their joining Ajman University (AU) and determine if they may receive exemptions from courses on the basis of certified earlier learning. It is an educational initiative that provides newly enrolled students an opportunity to identify, demonstrate, and gain recognition for their earlier learning. It allows them to obtain credit for university-level knowledge and skills gained outside the classroom and/or through other educational programs. PLAR uses valid, rigorous assessment methods consistent with AU policies and procedures to ensure that learning worthy of credit has taken place. Some of the advantages of PLAR are that it:

- validates appropriate learning gained through work and life experiences,
- identifies areas of competence and areas requiring further study,
- reduces time and expense to acquire a degree,
- allows for more appropriate learner placement in programs,
- increases accessibility to a broad range of learners,
- provides an important service for the community,

Policy

- Ajman University shall recognize certified earlier learning of applicants which may lead to exemption from some University courses. This includes credit transfer of courses taken in an accredited program (formal learning), informal learning, and non-formal learning.
- The University does not grant credit twice for substantially the same course or repeated course. Neither does it grant credit for training in unaccredited institutes, nor for previous courses from unlicensed educational institutions in the United Arab Emirates or abroad.
- Except for credits awarded through advanced placement or credit transfer, in order to grant credits on the basis of informal or non-formal learning a challenge exam will be required in all cases prior to the awarding of credit for prior learning.
- For appropriate recognition, the learning should be current, relevant to the course and of sufficient breadth and depth to ensure university level learning.

5. For obtaining credit for prior learning experience, applicant's knowledge, skills, and competencies shall be weighed against course descriptions and their learning outcomes.
6. A maximum of 30 credit hours can be gained through PLAR. However, in all cases, credits granted through Recognition of Prior Learning (RPL) for all courses in an individual undergraduate program must not exceed 50% of the total completion requirements including credit transfer of formal learning and not more than 25% for graduate programs.
7. For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as 'PLAR'.
8. PLAR courses shall not be used in determining the cumulative GPA.
9. Unsuccessful applicants have the right of appeal to the College Dean who may submit it for review to the Appeal Committee whose decision shall be final.

Procedure

1. An applicant shall complete a PLAR e-request providing complete details of his/her prior learning experience and suggest courses for which credit may be granted to the applicant. The complete application request, along with all supporting documents and evidence, shall be submitted to the Office of Registration.
2. In filling the PLAR request, the applicant can get assistance from his/her academic advisor.
3. The registrar shall forward the request along with supportive documents to the College Dean who shall provide it to the Head of Department (HOD) for evaluation and recognition.
4. The HOD shall form an ad-hoc committee in the department to study the case.
5. Evidences may include authenticated certificates of informal learning, portfolio, projects, but in all cases of informal and non-formal learning, the student has to take and pass a challenge exam for each course he/she is requesting a waiver for.
6. The Committee can ask the applicant to submit other documents or evidence, as required.
7. When the applicant has been assessed, the Committee shall complete an Assessment Evaluation form and submit it to the HOD. This form will list all the courses for which credit has been granted. It shall also list separately the courses for which the applicant requested the credit but no credit was granted by the Committee.
8. The HOD, after approving the recommendations of the Committee, will provide the Assessment Evaluation form to the Dean. The HOD can ask the Committee to explain its recommendations and reasons behind its decisions. He/she can also ask the Committee to reconsider its recommendations and provide justification for their final decision.
9. The Dean will re-forward the PLAR e-request along with the Assessment Evaluation form to the Office of Registration. The student will be informed accordingly by the Office of Registration. The approved request (PLAR course) fee must be paid.

If an applicant is not satisfied with the decision of the ad-hoc committee and the HOD, he/she can file an appeal with the College Dean. The Appeal may be considered by an Appeal Committee whose decision is final.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	20/12/2017	Initial draft – new policy	Executive Director - OIPE
V 1.1	08/01/2019	Final approved policy as per CAA standard	Vice Chancellor for Academic Affairs
V 1.2	27/06/2022	The policy was reviewed and there are no changes required.	Office of Registration
V 1.3	20/09/2022	Minor updates as per the CAA Standards, and office name change from Office of Admissions and Registration to Office of Registration.	Office of Registration

Credit Hour Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

This policy defines the credit hour and the allocation of credit courses at Ajman University.

Policy Statement

The academic credit provides a basis to measure the amount of engaged learning time expected of a student. A credit hour is a unit of measurement defining the student's overall effort towards attaining a qualification.

Regardless of the instructional delivery mode (in-person, online, blended/hybrid, etc.), one semester credit for a course equals approximately one hour of time in class or direct faculty instruction and a minimum two hours outside of class in independent learning or specific course assignments per week over a semester of fifteen weeks or longer. This indicates that one academic credit equates to a minimum of forty-five-hour commitment to learning over a semester. This credit hour definition also applies to seminar courses.

For laboratory or studio-based courses, the allocation of credit differs; one semester credit is given for two hours of laboratory or studio time per week over a fifteen-week semester or longer.

For undergraduate courses, three pre-clinical training contact hours correspond to one credit hour, while four clinical training contact hours correspond to one credit hour. For graduate courses, two pre-clinical or clinical training contact hours correspond to one credit hour.

For thesis/dissertation, one credit hour represents three to four hours per week of supervised and/or self-study by student over a semester of fifteen weeks or longer, with a total of at least one contact hour per week with their thesis/dissertation supervisors.

Document History			
Version	Date	Update Information	Author/Reviewer
V 1.0	02/11/2020	Initial policy	Council for Academic Affairs
V 1.1	23/03/2023	This policy has been updated to include seminar courses, and thesis/dissertation credit hour definition.	Vice Chancellor for Academic Affairs
V 1.2	05/04/2023	Policy updated to include pre-clinical and clinical courses.	Vice Chancellor for Academic Affairs
V 1.3	02/03/2024	Minor changes – inclusion of online learning	Vice Chancellor for Academic Affairs

Dual Credit Program Policy

Policy Owner	Vice-Chancellor for Academic Affairs (VCAA)	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	February 2024
		Next Review Date	February 2027

Purpose

This policy is established in order to provide guidance to administrators and faculty who are involved in dual credit programs.

Scope

Only students enrolled in approved dual credit programs are eligible to be granted credits for dual credit courses.

Statement

In collaboration with the Ministry of Education (MoE) of the United Arab Emirates, AU offers an online dual credit program for participating high schools. Dual credit is a process by which a high school student enrolls in AU introductory courses and receives simultaneous credit from both the college and high school. Successfully completed courses can count for the students if they decide to join AU after completing high school. By participating in this program, students get a head start on earning credits toward a college degree, save money on the cost of higher education, and enter the workforce sooner. This program also aims to support students to achieve a smooth transition from secondary school through increased awareness of post-secondary opportunities and career options.

Implementation

The Dean of the College of Humanities and Sciences is the contact person at AU and is responsible for ensuring that the requirements of this policy are communicated effectively and are supported by appropriate e-learning facility, administrative arrangements and documentation. The Dean is also responsible for ensuring that the provision of courses is not less than two, and for coordinating with the Ministry of Education on prior approval of courses to be offered through the online dual credit program.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	01/11/2020	Initial policy	Vice Chancellor for Academic Affairs
V 1.1	09/02/2024	Policy Renewal	Vice Chancellor for Academic Affairs

Teaching and Learning Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Purpose

The Purpose of this policy is to promote teaching and learning at Ajman University with the ultimate aim of fulfilling the mission of the University in providing a learner-centric development journey to its students, and developing well-rounded and career-ready graduates. It also aims to develop and enhance an environment that values excellence in Teaching and Learning.

Statement

AU strives to be recognized internationally as one of the leading universities in the Arab region in terms of cutting-edge learning, impactful research, responsible outreach and community engagement. The Teaching and Learning Policy, overseen and implemented by the Office of Vice Chancellor for Academic Affairs, aims at making significant contribution towards achieving the University's mission of producing well-rounded and career-ready graduates. For this, it focuses on continual enhancement of effectiveness and relevance of its academic programs, up-to-date teaching and learning methodologies, rigorous assessment processes, professional development of its faculty and staff, and provision of adequate student services. The policy implementation is supported by the Teaching and Learning Center (TLC), Office of Information Technology, Center for Career and Professional Development (CCPD), and Office of Institutional Planning and Effectiveness (OIPE). Together, these units work with the colleges and capitalize on AU's commitment to employ innovative and effective teaching and learning methodologies, and provide high-quality infrastructure and facilities along with all relevant support services.

Principles

Following are the principles of teaching and learning that shall help AU reach the highest level of excellence.

- Develop well-rounded and career-ready graduates.
- Maximize opportunities for students to be equipped with the desired set of attributes and a strong sense of responsibility towards society.
- Support students to adapt to the changing employment requirements.
- Provide relevant and up-to-date curricula that will challenge students to take responsibility for their academic progress.
- Encourage students to acquire knowledge through a variety of sources, and promote deep learning.
- Expand lifelong learning programs/opportunities through the offering of micro-credential courses through the CCPD and partner providers.
- Develop students' technical as well as soft skills to promote strong emphasis on hand-on approach, experiential learning, and innovation to enhance employability.

- Encourage the use of new teaching and learning methods by various academic programs to provide students the best opportunities to develop their potential and expertise.
- Develop a comprehensive assessment process for periodic assessment of its academic programs with the ultimate aim of continuous improvement at all levels of teaching and learning.
- Constantly invest in the development of infrastructure and facilities to facilitate students' technology-enhanced learning, as well as students' engagement and participation.

Policy Outline

Six goals were identified to outline AU's approach to achieving the expected level of quality in teaching and learning, and each goal is assigned a number of objectives to ensure the attainment of goals.

1. Enhance the effectiveness and relevance of all academic programs

- a. Meet quality assurance guidelines for all academic programs to maintain their UAE accreditation and obtain international accreditation.
- b. Regularly review and update academic programs, as necessary, to ensure their currency and effectiveness. Also, the programs must be periodically reassessed for their alignment with market needs.
- c. Explore launching new programs that reflect global trends and cater to local and regional market needs.

2. Ensure teaching and learning methodologies are in line with modern trends

- a. Ensure that teaching and learning methodologies are up-to-date and in line with international best practices and standards.
- b. Strengthen support for the Teaching and Learning Center to update faculty's teaching methodologies.
- c. Promote the utilization of digital technology to advance teaching and learning excellence.
- d. Undertake the formation of a "Digital Curriculum Committee" to propose, and later implement, an AU plan for launching and participating in existing MOOC-based courses.

3. Attract high-caliber faculty members

- a. Attract and retain highly-qualified faculty members with proven track record in research.
- b. Adopt a competitive salary structure
- c. Support and enhance faculty development programs
- d. Enhance support for the research centers, promote interdisciplinary research and provide concrete incentives and networking opportunities for faculty members to conduct high- quality research outcomes in collaboration with other academic and non-academic institutions.
- e. Strengthen research infrastructure and resources.

4. Employ comprehensive assessment processes

- a. The Office of Institutional Planning and Effectiveness (OIPE) shall ensure that "closing the loop" is accomplished for all academic programs on a regular basis irrespective of the mode of delivery (face-to-face and online/blended learning).

- b. Assessment processes shall be reviewed and updated to ensure their currency.
 - c. A number of workshops and seminars shall be organized regularly to train faculty on national and international accreditation processes and assessment methodologies.
 - d. Regularly update the assessment software to better assess the learning outcomes.
- 5. Provide innovative and effective support services to students**
- a. Promote the use of online services.
 - b. Continue to invest into smart and efficient student information systems including recruitment, admission, advising, and registration.
 - c. Eliminate paper-based and manual processes.
 - d. Continue to launch smart-phone based applications that satisfy student needs.
 - e. Enhance cooperation with strategic partners to provide innovative financing solutions, sponsorship and financial aid to students.
 - f. Improve students' digital experience.
- 6. Increase students' potential for employment**
- a. Develop students' 21st century skills and their hands-on expertise.
 - b. Strengthen support for Student Success Center to contribute in producing well-rounded and career-ready graduates.
 - c. Recruit outstanding students and improve student retention.
 - d. Improve academic and career advising as well as placement services.
 - e. Provide more opportunities to students for their personal and professional development.
 - f. Increase the number of study-abroad and exchange opportunities.
 - g. Expand lifelong learning programs/opportunities.
 - h. Promote student'' involvement in research.
 - i. Build a comprehensive career and professional development program.

Policy Control and Implementation

The VCAA shall oversee the policy implementation in collaboration with the Deans of all colleges, TLC, SSC, CCPD, OIPE, CCEE and OIT to provide the resources and appropriate technology to inspire and drive innovative pedagogy within the classroom and beyond, in research, scholarship, and creative activity, with the goal of enhancing teaching and learning at AU.

Role of Teaching and Learning Center

The Teaching and Learning Policy offers broad guidelines that aim to enhance innovative teaching and ultimately improve students' learning. The Teaching and Learner Center (TLC) plays an important role in implementing this policy as it is responsible for collaborating with colleges, departments, and offices to develop and sustain faculty's skills and knowledge in pedagogy and technology of education. The center also

designs and implement a wide spectrum of training programs that target faculty (including adjunct and part-time faculty) and teaching support staff. The programs are delivered by in-house and/or external professionals with a proven record of excellence. The TLC's programs cover:

- Curricular and pedagogical innovations, instructional design, and overall development of education.
- Technology-assisted education and online learning.
- Course management, student-instructor communication, and automated assessment techniques.
- Educational media, voice, and presentation skills.

In addition to a dedicated TLC professional team, the TLC, in order to meet its objectives, is supported by the Council for Academic Affairs (CfAA) that includes the Vice Chancellor of Academic Affairs, Executive Director of OIPE, and Deans of all Colleges.

The main responsibilities of TLC include the following:

1. The TLC, based on VCAA directives and in line with the above teaching and learning goals, shall provide colleges with training for impactful teaching strategies and training related to online teaching.
2. The TLC, in collaboration with OIPE, shall evaluate and monitor faculty teaching methods through surveys on Faculty Professional Development Plan (PDP) and Faculty Satisfaction with Improvement in Teaching Methodologies.
3. The TLC shall collaborate with colleges and departments to provide evidence-based and inclusive learning and teaching practices, educational programs and training to their faculty, instructors and teaching assistants.
4. The TLC shall coordinate and manage all agreements with external entities involved in faculty development activities, in collaboration with the Legal Advisor of AU and the Office of the VCAA.

Procedure

1. On a continuous basis, the TLC Manager will coordinate with all AU Colleges to ensure that their Deans are all on board with the Center and its purpose.
2. At the beginning of every academic year, each Dean shall nominate one faculty member (possibly chair of the Faculty Development Committee if available) to be the assigned as a TLC Faculty Liaison and the TLC committee member representing his/her college (TLC-FL).
3. At every committee meeting and whenever needed, the TLC-FL in each college will be responsible for identifying faculty members' needs for development and enhancement.
4. In conjunction with College Deans, faculty members who have attended the workshops are required to conduct similar short versions of the workshops attended or seminars in order to convey the experience and knowledge they gained to their colleagues.
5. Every academic year and whenever needed, the TLC manager shall conduct a number of surveys aimed at College Deans and faculty members to collect information regarding their needs for development and to identify possible weaknesses and challenges.
6. At the end of every academic year, the TLC shall review all its activities and, if needed, update its short term and long term plans based on the outcomes achieved and the arising needs of faculty development.



7. The TLC shall always follow up on latest trends and advancement in teaching and learning nationally and internationally and update the VCAA office.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	10/05/2020	New policy	TLC manager
V 1.1	08/05/2023	General updates with minor revisions to align the policy with 2022-2027 strategic plan	Vice-Chancellor for Academic Affairs

Internship Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Introduction

Internship is a supervised, practical training course for which AU students earn academic credits. It is intended to provide students with opportunities to augment their academic studies with hands-on experience and to put into practice their knowledge and skills. It is also an opportunity for employers to observe students in the work environment to evaluate their knowledge and skills for possible future employment.

Definitions

MASAR Career Excellence: MASAR is a central office responsible for monitoring the effectiveness of internships and external training programs by ensuring the implementation of AU policies and procedures by colleges and academic programs. It aims to empower students to become career-ready by providing them with skills, opportunities, and recognition from local and global partners.

Intern/Student Trainee: An Intern/Student Trainee is a senior level undergraduate student enrolled in a credited internship/training program.

Internship/External Training: Internship/External Training is a supervised work experience in an approved site for a specified duration that depends on each academic program requirements.

Internship Coordinator: The Internship Coordinator is a faculty member assigned to manage the internship program in the college and/or academic departments and provide guidance and support to Academic Supervisors, Student Trainees and Field Supervisors.

Academic Supervisor: Internship Supervisor or (Academic Supervisor) is a faculty member assigned by the College/Department to supervise a group or groups of Student Trainees and ensure the effective implementation of the internship program.

Field Supervisor: A staff member at the internship site assigned by the internship provider to supervise Student Trainees/Interns by coordinating the assignment of tasks, providing orientation and guidance, monitoring and assessing interns' performance during their internship program.

Internship Credit and Contact Hours

The total credit and contact hours of the internship course vary among academic programs offered by AU (for details please refer to AU Internship Manual).

Compliance with Academic Policies and Procedures

Internship/External Training, like all other credited courses offered in the various academic programs, is conducted in accordance with the academic policies and procedures published in AU Policies and Procedures Manual. These policies and procedures cover the various teaching and learning aspects including attendance, credit transfer, registration, assessment, grading and quality assurance.

Internship/External Training Objectives

- **Apply academic knowledge and theories and gain experience in a real-life work environment**
Internship provides students with the opportunity to put theory into practice and understand learning strategies to cope with the requirements of the real-life work environment.
- **Enhance maturity and professional skills**
Interaction with professionals during internship will enhance students' self-confidence, maturity, and professionalism.
- **Acquire Soft skills needed in the professional work environment**
Internship will help students gain soft skills such as effective communication, critical thinking, leadership, problem solving, and teamwork.
- **Establish professional networks and enhance marketability**
Internship provides a perfect environment for students to meet with and learn from professionals in their career fields, as well as other interns who have similar interests, which can greatly enhance students' chances for future employment.
- **Gain professional feedback**
Internship provides opportunities for Student Trainees to get feedback from professionals who work in the field on a daily basis, which will help students to reflect and enhance their learning strategies.

Internship/External Training Objectives and Benefits for Internship Providers (Companies and Organizations)

Providing internship for students helps providers to:

- Establish partnerships with academic programs leaderships and researchers.
- Obtain fresh input, innovative ideas from talented Student Trainee/ interns.
- Gain additional work force during critical times.
- Developing a pool of talent from which to recruit once interns graduate.
- Give feedback to the university about the knowledge and skills required by their industries and organizations.

Internship/External Training Learning Outcomes

During the internship program, Student Trainees are expected to:

- Apply knowledge and correlate learned theories with professional practice.
- Acquire technical knowledge and skills in their field of specialization.
- Improve their communication skills, both oral and in writing.
- Show initiative and develop self-confidence in handling the assigned tasks in real-life.
- Learn and appreciate the significance of teamwork and act as a responsible member of professional teams.
- Develop their personality by learning about self-control, punctuality, professional responsibility, time management, etc.

Roles and Responsibilities

MASAR Career Excellence:

The roles and responsibilities of the MASAR are:

- Ensuring proper implementation of the training/internship policies by all academic programs.
- Reviewing and updating training policies and procedures.
- Establishing agreements and partnerships with internship providers.
- Reviewing and updating AU Internship Manual.
- Liaise with colleges/departments for continuous quality enhancement of internship programs.
- Assessing the effectiveness of internship programs in all academic programs and coordinating the development and implementation of remedial and improvement actions.

Internship Coordinator

The Internship Coordinator is responsible for:

- Contacting training providers to obtain their approval for accepting Student Trainees.
- Ensuring that all students are attached to appropriate training sites.
- Coordinating with the Head of Department in assigning Academic Supervisors to Student Trainees.
- Monitoring and overseeing the quality of supervision during the internship period and scheduling oral presentations by Student Trainees at the end of their internship.
- Collecting feedback forms from students and submitting them to the MASAR Career Excellence and the Office of Institutional Planning and Effectiveness (OIPE).
- Preparing the ICAR report for the Internship/Training course.
- Collecting feedback from the Academic Supervisors and submitting recommendations to the HoD for continuous quality enhancement of the internship program.

Academic Supervisor:

The roles and responsibilities of the Academic Supervisor are:

- Ensuring that Student Trainees are attached to appropriate training sites.
- Ensuring the safety of Student Trainees at training sites by conducting onsite visits and meetings with the Field Supervisor.
- Ensuring that Field Supervisors are aware of their responsibilities.
- Giving an orientation lecture to Student Trainee before the start of their internship/external training.
- Receiving and reviewing Student Trainees weekly reports and providing them appropriate feedback.
- Contacting Students Trainees regularly to get feedback on the progress of their internship program and resolve any problem or difficulty they might encounter.
- Report to the Internship Coordinator/ Head of Department/Dean any observations or concerns related to the internship program.
- Ensuring that the Field Supervisors are committed to support Student Trainees to achieve their internship learning outcomes.
- Guiding Student Trainees on how to write their internship reports and prepare their oral presentations.

- Ensuring that each Student Trainee submits his/her final report on time as well as scheduling the oral presentations.
- Assessing the performance of Student Trainees and submitting their grades to the HoD/ Internship Coordinator.
- Any other responsibilities given in the college/program training manual.

Field Supervisor

The roles and responsibilities of the Field Supervisor are:

- Coordinate and monitor the daily assignments and tasks given to Student Trainees.
- Ensuring that the internship assignments and tasks given to Student Trainees are in alignment with the internship objectives and outcomes.
- Approving the weekly report filled by Student Trainees.
- Submitting an assessment report of each Student Trainee at the end of their internship program.

Student Trainee/Intern

Student Trainee must read and comply with the points stated in the Responsibilities of Student Trainees section in the training manual of their college /academic program. They should also follow the directions and guidelines provided by their Academic and Field Supervisors.

Performance Assessment/Grading of Student Trainees

Upon completion of their internship period, Student Trainees/interns are awarded a grade based on various assessment tools. The tools used for assessing the performance of Student Trainees may include but not limited to the following:

- Evaluation of the internship report submitted by the intern at the end of the internship period.
- Evaluation of the internal training conducted at the university to prepare students for their external training.
- Evaluation of the student performance at the training site by the Field Supervisor
- Evaluation of the weekly reports submitted by the intern
- Evaluation of the oral presentation given by the intern at the end of the internship period.
- Any other required assessments recommended in the Internship Manual of the college/program Training Manual.

Assessment of the Internship /External Training Effectiveness

An annual effectiveness report on the Internship/External Training course is prepared based on the following assessment tools:

- Training Instructor Course Assessment Report (ICAR)
- Feedback from Student Trainees
- Feedback from Academic Supervisors
- Feedback from Field Supervisors
- Any other tools recommended in the Internship Manual of the college/program.
- Any other tools recommended by the Office of Institutional Planning and Effectiveness (OIPE)

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	The Training Center
V 1.1	20/09/2012	Policy Reviewed	Vice President for Student Affairs
V 2.0	27/05/2017	Major changes to the policy in terms of supervision, performance and grading	Vice Chancellor for Academic Affairs
V 3.0	08/04/2021	Inclusion of new sections-Internship Credit and Contact Hours; Compliance with Academic Policies and Procedures, and amendment on grading and assessments.	Vice Chancellor for Academic Affairs
V 3.1	05/04/2024	General minor updates	Vice Chancellor for Academic Affairs

E-Learning Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Teaching and Learning Center (TLC)
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Background

This document presents AU E-Learning Policy. While it surely benefits from the experiences that Ajman University has accumulated during the Covid-19 pandemic, this policy is meant to govern and guide our E-Learning in the long-run.

Purpose

This policy on E-Learning has been developed and will be implemented by Ajman University (AU) to ensure continuous provision of high-quality and impactful education to AU's students through state-of-the-art online technology, without requiring the presence of students on AU campus. The policy is applicable to both online and blended learning modalities which are specifically aimed at accommodating flexibility in learning delivery. Recognizing the diverse needs and schedules of our students, AU is dedicated to offering more adaptable and personalized learning pathways. This flexibility not only enhances the learning experience but also ensures that education at AU is more inclusive, allowing students to balance their studies with personal and professional commitments.

Scope

This policy applies to all courses taught through blended and online modes of learning, and to the faculty and staff members involved in the development and delivery of such courses.

Statement

Ajman University endeavors to ensure that online/blended teaching and learning at the University is in complete alignment with the protocols and procedures defined by the Ministry of Education. Specifically, this policy is established to be in full compliance with the CAA Standards for Institutional Licensure and Program Accreditation (2019), especially, the stipulations provided in Annex 15: Courses Taught Through E-Learning, and the Procedural Manual for Online and Blended Learning.

Policy

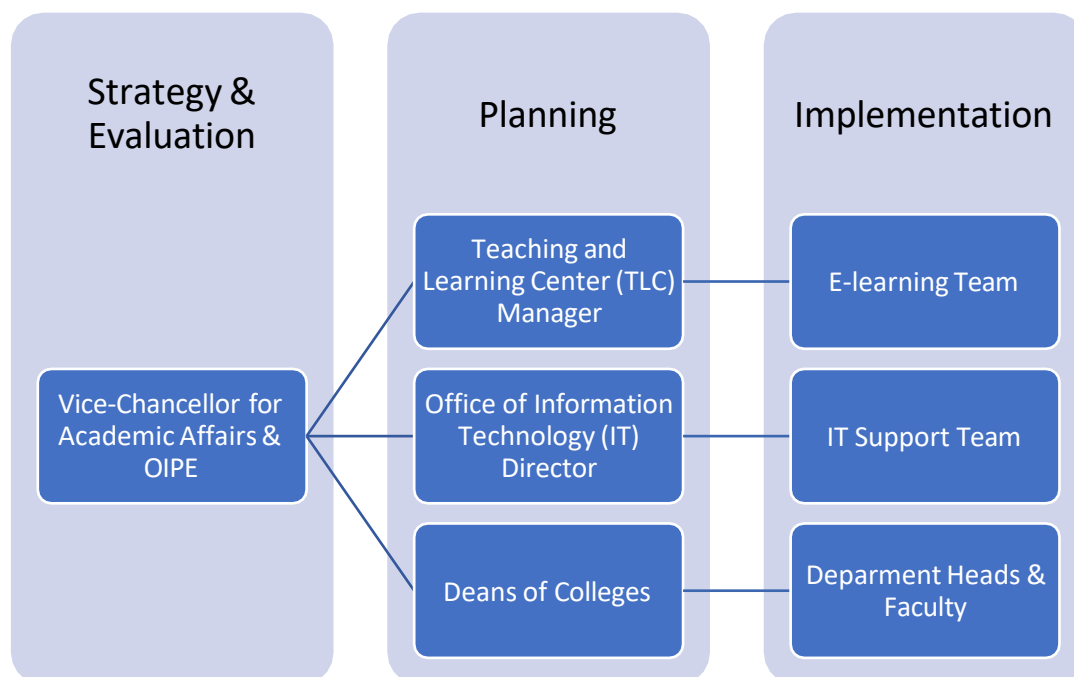
Planning

Ajman University's E-Learning strategy is aligned with the institution's mission and goals, ensuring high-quality online education delivery over short and long terms. The strategy focuses on blended learning approaches to accommodate diverse learning styles and enhance student engagement.

Organizational Chart and Responsibilities:

Responsibility for oversight, development, evaluation, and support of E-Learning education is clearly outlined below:

- **Vice-Chancellor for Academic Affairs:** Holds overall responsibility for online and blended programs, including material development, program delivery, learner support, and the overarching E-Learning strategy. This role also involves a shared responsibility with the Office of Institutional Planning and Effectiveness (OIPE) for the evaluation of online and blended courses, ensuring they adhere to the highest standards of quality and effectiveness.
- **Executive Director of the Office of Institutional Planning and Effectiveness (OIPE):** Responsible for conducting evaluations of online and blended courses, ensuring adherence to the highest standards of quality and effectiveness in collaboration with the Vice-Chancellor for Academic Affairs.
- **Manager of the Teaching and Learning Center (TLC):**
 - Manages the E-Learning department, overseeing the creation and delivery of online courses, faculty training, and learner support.
 - Implements the E-Learning strategy in alignment with the Vice-Chancellor for Academic Affairs, ensuring strategic objectives are met through effective program delivery and support mechanisms.
- **E-Learning Team:** Collaborates with faculty to develop, design, and update E-Learning materials and assessments.
- **Information Technology (IT) Support Team:**
 - Ensures the technical reliability of the Learning Management System (LMS) and all other educational technology tools, including hardware and software components.
 - Provides technical support to students and faculty to ensure seamless access to E-Learning programs.
- **Academic Departments, Faculty Members, Department Heads, and Deans:** Responsible for the development and implementation of online and blended courses within their respective disciplines, ensuring alignment with the overall E-Learning strategy and objectives set forth by the University leadership.



Organizational Chart of E-Learning

The E-Learning strategy was designed in collaboration with key stakeholders, including two essential committees:

- The Online Learning Steering Committee, chaired by the TLC Manager, includes faculty representatives from all colleges and an IT representative. The Committee meets regularly to ensure continuous development and monitor progress.
- The Council for Academic Affairs (CfAA), chaired by the Vice-Chancellor for Academic Affairs (VCAA), consists of all Deans from all colleges. This committee discusses E-Learning strategies and invites key personnel like the TLC Manager and IT Manager for relevant discussions.

The E-Learning strategy is set to be reviewed annually by AU's leadership, and is subject to a process of continuous improvement based on direct and indirect measurements of performance that includes:

1. Student satisfaction and evaluation surveys (administered every semester)
2. Faculty satisfaction survey conducted annually by the OIPE.
3. Ticket reports and usage reports produced by IT.
4. Regular feedback from Deans, HoDs, faculty, and students.

Learning Resources

AU has developed and currently maintains an effective E-Learning environment. AU ensures that the environment provided is adequate to meet the demands of E-Learning programs and courses, and of the faculty members and students involved in E-learning.

The Office of Information Technology (IT):

- maintains sufficient internet bandwidth to support the operation of the E-learning environment with bandwidth management service;
- maintains Wi-Fi and LAN connection on-campus;

- ensures that faculty have access to well-trained staff ready to support the operation of the E-Learning environment.
- ensures that faculty members teaching in E-Learning courses have the necessary equipment, software, communications tools, and internet connectivity on campus to develop and deliver the courses they teach, and to communicate with students;
- provides sufficient technical support to students and faculty to ensure effective access to E-Learning programs and courses;
- ensures that all E-Learning environments, library resources, and other learning resources are accessible through the internet.

Training:

- The TLC provides training to faculty involved with E-Learning programs and courses in the implementation of the E-Learning programs and courses.
- The office of IT provides training to staff and students involved with E-Learning programs and courses in the operation of the E-Learning platform;
- Training is complemented with full access to guidelines available at: www.myLMS.ajman.ac.ae;
- The website also provides information for students on how to access courses online.

Learning Environment

The TLC has developed short- and long-range plans for the evaluation of performance, upgrading and enhancement of the E-Learning environment.

The office of IT maintains an equipment and software replacement plan and associated budget for the E-Learning environment.

Budgeting for Programs

AU specifies in its budget the financial arrangements relating to E-Learning programs and courses, including anticipated revenues and expenditures attributable to E-Learning operations.

AU provides an appropriate budget for maintaining an effective online infrastructure and environment. The Office of Budget and Planning prepares annual budgets in coordination with all stakeholders including the Office of IT and TLC.

Program and Course Delivery

Deans and HoDs, under close supervision of the VCAA, ensure that:

- programs and courses delivered face-to-face or through online/blended learning have the same learning outcomes, and require equivalent rigor and quality of student performance;
- Online/blended programs and courses facilitate interaction among students and between students and faculty, in either asynchronous or synchronous modes as appropriate, and maintains an effective and reliable E-Learning environment to support this interaction;

The office of IT ensures that all students enrolled in E-Learning courses, regardless of their geographical location, benefit from effective access to learner support, including academic advising and tutors. The Office of IT ensures that all the registered students in each course are enrolled in the E-Learning system as well by integrating the registration system, SIS Banner, with the LMS system, Moodle.

Deans and HoDs, under close supervision of the VCAA, assure the integrity of student work in the E- Learning environment by taking the following steps to limit the possibility of fraud and academic dishonesty:

- imposing, where appropriate, limited residency requirements such as on-campus examination;
- encouraging faculty to utilize available advanced exam proctoring technology such as Respondus;
- encouraging faculty to utilize available advance examination techniques that ensures the students receive different, yet equal, testing instruments. For example, faculty may pool questions from larger test banks, shovel order of answers in MCQs, and utilize programed problem techniques that generate different inputs for problems.

Deans and HoDs, under close supervision of the VCAA, ensure that sites used as examination centers have rigorous measures in place to:

- ensure the authenticity of the test taker;
- maintain the security of the test;
- employ up-to-date administrative measures and technological advances to prevent fraud and cheating.

Deans and HoDs, under close supervision of the VCAA, and in coordination with the OIPE maintain appropriate class sizes (student/faculty ratios) in E-Learning courses that ensure the effective participation of all students, and for interaction among students and between students and faculty.

Deans and HoDs, under close supervision of the VCAA, evaluate the effectiveness of E-Learning programs and courses according to AU's program related assessment and effectiveness, and institutional research.

Faculty

Deans and HoDs, under close supervision of the VCAA, ensure that

- full-time and part-time faculty teaching in online/blended programs meet the requirements of Standard 5 in relation to their qualifications, training and experience;
- all programs delivered through online/blended mode have core faculty and support staff who are resident full-time employees;
- decisions concerning E-Learning curricula and program oversight involve faculty who are qualified both academically, to teach the subject, and technically, through E-Learning skills;
- faculty are well-informed about the expectations regarding faculty engagement relating to online teaching and student support;
- faculty members' workload appropriately accounts for time spent in developing and delivering online/blended course or program materials, and in online interaction with students;

The TLC, provides faculty with support in instructional design and development of course materials, including, as appropriate, graphic designers, multimedia specialists, programmers, librarians and others;

The TLC provides opportunities for professional development of faculty, focusing on advances in E- Learning pedagogy and technology.

Preparation for Courses

The office of IT offers remedial instruction or training programs to enrolled students who lack sufficient information technology skills to succeed in the course.

Admission to Programs

For programs or courses offered via online/blended modes, the Office of Admission, in close collaboration with the office of IT and HoDs and Deans, ensures that:

- students entering the programs are informed of the nature and potential challenges of learning in an online environment;
- students are evaluated to determine whether they have the necessary information technology skills to succeed in a blended/online program;
- students are informed as to the minimum requirements for hardware, software and internet connectivity for the program or course;
- students are informed of the expectations for their participation in the program's or course's online community of learners, including interacting with other students and with faculty or tutors, and the channels through which interaction takes place;
- students are aware of the library and other learning resources available to e-learners, and as necessary receive training in their use;
- students are aware of all support services relevant to E-Learning available to them, to include tutoring, academic advising and financial aid;
- students are informed as to what portions of the program require their physical presence, if any, including face-to-face course meetings, tutorials or help sessions, field activities and examinations; and the date, time, location and arrangements provided for these.

Student Records and Data Privacy

AU has appropriate security measures to protect the integrity and confidentiality of student data and all course data and analytics within the E-Learning platform, and of student information maintained within the comprehensive E-Learning environment. The University does not sell student or faculty information or use sites or software that use student or faculty information for commercial purposes.

Public Information

The office of IT ensures that AU's website clearly documents which of the courses are delivered in the online/blended mode.

The Office of IT hosts the recorded Webinar conducted to students on the IT Support page on AU Website (see <https://www.ajman.ac.ae/en/it-support.html> under Recorded Webinars)

The office of the Registrar, ensures that the student transcripts clearly state that the program delivery mode is online when online courses form 50% or more of a program's credits.

Student Services

As part of AU's commitment to quality education, the university:

- makes all its student services, including career planning services, available to students enrolled in E-Learning programs and courses, adapted when necessary to students' local context;
- ensures that students enrolled in E-Learning programs and courses can access institutional publications, including the Catalog and Student Handbook, and official institutional communications from the administration;
- invites students enrolled in E-Learning programs and courses to participate whenever possible in campus events, student activities and student clubs or organizations.

E-Learning Manual

Ajman University has developed an E-Learning manual that includes:

- expectations of faculty and students.
- an organization chart illustrating the responsibility for E-Learning programs and courses, including materials development, program delivery, learner support and evaluation.
- a statement of faculty roles and responsibilities in the development and implementation of E-Learning programs and courses.
- information on the mode of delivery adopted by the institution for E-Learning programs and courses (e.g., online or blended mode; synchronous or asynchronous interaction among learners; media used for course delivery).
- procedures and processes relating to the continuous development of E-Learning materials for the institution, including overall project management, instructional design, content creation, design of assessments, etc.
- assessment policies relating to E-Learning, focused on maintaining the integrity of student work in the E-Learning environment.
- characteristics of the E-Learning environment, including both its hardware and software components.
- the location of physical sites established to support delivery of E-Learning programs and courses.
- information on the systems and procedures for security of testing and authentication of examinees.
- copyright and intellectual property policies relating to E-Learning materials developed by or for the institution.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	22/03/2020	Initial policy	Vice Chancellor for Academic Affairs
V 2.0	28/09/2020	Minor changes – Spring and summer semester were removed to ensure applicability of policy for future use and added procedure for faculty teaching load related in case of COVID-19 infection or quarantine.	OIPE Executive Director
V3.0	19/08/2021	The policy has been modified to provide the long term E-Learning strategies and approaches at AU regardless of the pandemic.	Manager, Teaching and Learning Center
V3.1	04/03/2024	Minor changes to elaborate the Planning section	Manager, Teaching and Learning Center

Academic Progress Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

This policy describes the different issues involved in the follow up of the academic progress of the students at Ajman University (AU).

Definitions

Semester: A semester is a period of time, minimum of 15 weeks, during which an institution offers courses (Fall/Spring).

Term: Some courses may be offered in a time-shortened period, often called a term, such as a summer term, which offers class contact time and out-of-class assignments equivalent to a semester course.

Scope

All AU students.

Policy and Procedures Course Selection

- a. Students should select, after consultation with the academic advisor, the courses they wish to register from their study plan before registering these courses.
- b. The selection process of the courses takes place during both the early registration and the regular registration periods.
- c. To avoid registration errors, the Registration system will automatically check the selected courses based on the following criteria:
 - The selected courses are listed in the student's study plan.
 - The student has met prerequisites of the selected courses if any.
 - The student has met the minimum credit hours required to register the selected courses if any.
 - The minimum and maximum study load of the student as per the Student Study Mode and Load Policy should be adhered to.
 - The student has met the minimum English Language Proficiency level which is required for the registration of each of the selected courses.
- d. The selection of certain courses for registration becomes mandatory if the student has completed a certain number of credit hours without passing those courses.
- e. Course registration, which is processed during the early registration period is exempted from meeting the prerequisite conditions above if the pre-requisite course is registered during the
- f. current semester. However, they will be automatically dropped from the selected courses if the student fails to pass any of the prerequisites.

- g. Students with academic warnings/probations and those on conditional admission are not eligible for early registration and should get their academic advisor's approval for their selected courses during the registration period.
- h. Students on conditional admission will have to register in the courses listed in the conditional acceptance letter of their admission during their first semester of studies after fulfillment of English proficiency requirements.
- i. A student may ask his/her academic advisor to waive a restriction on his/her course selection such as: allowing them to register for a free study course not listed in their study plan. The student will have to provide a valid justification for the waiver.
- j. The Registration officer may register courses on the student's behalf on the system, subject to the approval of the academic advisor and the Registrar, to waive any approved academic restriction mentioned above.

Course Registration

- a. Course Registration is available to all students who completed the course selection process and who are not on academic hold.
- b. Students may register in courses shown in the schedules published by the Registration Department, provided that seats are available, and there are no timing conflicts in the schedules of the courses they register in.
- c. The total semester credit hours of registered courses should be within the authorized student's study load which is defined as follows for undergraduate students:

Student's Academic Standing	CGPA	Minimum Credit Hours	Maximum Number of credit hours
Good Academic Standing	2.0 or higher	9	18*, **
Academic Probation One (AP1)	Below 2.0	9	15
Academic Probation Two (AP2)	Below 2.0	9	12
Academic Probation Three (AP3)	Below 2.0	9	9

- d. Students having AP1, AP2 or AP3 must repeat 3, 6, 6 credit hours, respectively, as per the academic probation policy.

*Students in their final graduation semester or term can register maximum of an additional 3 credit hours.

** Undergraduate students following their accredited study plans with more than 18 credit hours shall register as per their accredited study plan. However, at the time of re- accreditation, all study plans will be updated to ensure that the maximum number of credit hours per semester does not exceed 18 credit hours for full-time students.

Add/ Drop courses

- a. Students may add courses during early registration, registration, and add/drop period of the semester.
- b. Students may drop courses during early registration, registration, and add/drop period of the semester.
- c. To perform add/drop, students should not be on academic hold.

- d. Credit hours of registered courses should be within the student's Study Load. Graduating students whose remaining courses have less than the minimum required number of credit hours on their study load band are exempted from this restriction.
- e. The Registration Officer may add/drop courses on the student's behalf, subject to the approvals of the academic advisor and the Registrar, to waive any academic restriction mentioned in "d".

Changing Course Section

- a. Students may change their registration from one section of a course to another one provided that they are:
 - Not on academic hold
 - There are no timing conflicts caused by changing to the new section with the other already registered courses
 - seats are available in the section they are changing to.
- b. Course section change is allowed from the start of early registration until the end of add/drop period.
- c. Changing course section does not require approval of the academic advisor, and may be initiated and completed by the student using online registration.

Withdrawal from Registered Courses

- a. Withdrawal from a registered course is allowed during the Withdrawal period for the semester specified in the academic calendar.
- b. A student may request a withdrawal from a course, and receives a grade of "W" in the withdrawn course. This grade does not affect the cGPA calculation.
- c. Students on academic hold are not entitled to withdraw from courses without approval of the academic advisor and they are required to seek the approval of the Registrar to process their request.
- d. Credit hours of remaining registered courses should be within the student's Study Load.
- e. The Registration Officer may withdraw courses on the student's behalf, subject to the Registrar's approval, to waive any academic restriction mentioned in "c".

Incomplete Grade

Attendance at the final examinations is compulsory. Failure to attend will result in the student failing the course. However, if a student does not attend the final examination due to an emergency and he/she scored at least a total mark of 30 out of 70 in coursework (tests and midterm examination) the course may be considered as "incomplete."

Acceptable evidence for failure to attend a final examination due to an emergency consists of the following.

- illness certified in a medical report approved by the University Clinic;
- death certificate of a first or second degree relative;
- arrest or summons before a court or other legal body;
- other excuses accepted by the College Council

- a. The request must be made to the Registration Department within 72 hours after the date of the exam.
- b. Incomplete requests should be sent by the Registration Officer to the Course Instructor before the end of the incomplete deadline as published in the academic calendar.
- c. The instructor should obtain the approval of the Department Head and the Dean of the College before the end of the deadline as shown in the Academic Calendar.
- d. The request is accepted when the approvals are granted.
- e. A student whose course result is “incomplete” must take the final examination before the end of the first week of the following semester in which he/she registers, as shown in the academic calendar, otherwise grade (F) will be obtained.
- f. The Grade obtained in a course for which Incomplete Grade was accepted, is not subject to Grade Complaint.

Re-sit Exam

- a. A re-sit exam allows students to re-take the final exam of a course in which the grade “F” is obtained in their last semester before graduation.
- b. Only students who meet the following conditions are eligible for a re-sit:
 - The student is not on academic hold, and meets the financial preconditions of the request.
 - The student has passed all his/her courses except for one.
 - The student submits the request for re-sit exam before the beginning of the following semester.
- c. The application for re-sit exam needs to be approved by the Dean of the College offering the course, and the Registrar.
- d. The Head of Department will schedule a date and time for the exam, which should be before the end of the 2nd week of the following semester.
- e. The College Dean will have to certify the grade, and send it to the Registration Department.
- f. The Registration Officer will update the grade by following the grade change procedure, and re-compute the new CGPA.
- g. If the Instructor has left the University, another Instructor will set the exam paper equivalent to that which was administered by the instructor.

Procedure for changing the study load

- a. Students may request to change their study load band to another band with higher maximum for a particular semester during the registration, or add/drop periods.
- b. To place the request, the student’s CGPA has to be at least 3.6 in the preceding semester, or the student is expected to graduate at the end of the semester, given that his/her CGPA is at least 2.0.
- c. The student should submit his/her request to the academic advisor.
- d. The necessary change will be applied on the system upon the approval of the academic advisor.
- e. The Registration officer may change the study load on the student’s behalf subject to the Registrar’s approval.

Suspension/Withdrawal of Registration

- a. A student has the right to suspend his studies for 4 semesters during the whole period of his/her studies. However, the suspension for more than two consecutive semesters is not allowed.
- b. The Registrar and the Dean of the College may decline the request if the student did not progress in his/her studies normally i.e.: The student is likely to exceed the maximum period, which is allowed to complete the program.
- c. Students should request suspension of the semester no later than the end of the semester withdrawal period.
- d. The request should be submitted to the registration department, along with the justification for the suspension.
- e. The registration officer should obtain the approval of the Registrar in order to process the request.
- f. If a student requests the suspension of registration after the Add/Drop period, then all registered courses will be dropped. A grade of "W" will show on the student's transcript for all registered courses.
- g. Refunds are assessed in accordance with the refund policy of the University.

Transfer to a new program

- a. Admitted students may request to transfer to another program before the start of their first semester of studies, subject to availability of seats. However, they should meet the minimum admission requirements of the program they wish to join.
- b. For continuing students, the student must meet the admission requirement of the new program.
- c. Continuing students are allowed one program transfer only during their studies, unless they are granted a waiver by the Registrar.
- d. The availability of seats in the new program is a prerequisite to accepting transfer requests.
- e. If the number of available seats in a program is less than the number of requests, the Dean of College selects the approved requests on a competitive basis using the CGPA, High School score, previous program, and eventually grades obtained in specific courses that are relevant to the new specialization. He can also arrange interview sessions.

Academic Hold

- a. A student on hold is prevented from requesting a number of activities at the University including course registration.
- b. A student is put on academic hold if he/she commits any of the following violations:
 - He/she suspends a semester without prior approval.
 - He/she exceeds the number of semesters allowed to complete the academic program.
 - He/she receives an academic probation. The hold is temporary and can be removed by signing the required College undertaking, and if the academic probation is not the last one.
- c. He/she performs an academic or non-academic act deemed in violation of the University rules and regulations.
- d. Academic hold is issued by the concerned College, or by the Chairman of the Disciplinary committee.

Honors List

- a. Each College's honors list is made of academically distinguished students who obtained the first three highest CGPA in the College among those that have completed at least 60 credit hours at AU.
- b. The nominated students should have demonstrated good conduct, and they have not been delayed in their studies.
- c. The list is issued for each regular semester by the Registration Department.

Attendance regulations

- a. Instructors are required to take attendance at the start of each class (delivered in-person and online), marking students as present, absent.
- b. Completed attendance logs on the System cannot be modified without approval of the Dean of the College and the Registrar.
- c. Students that register in a course during the Add/Drop Period will be marked as "excused" for the classes they missed.
- d. A student wishing to be excused from attending a session should gain the approval of the Instructor before the beginning of the class, or present a valid excuse after the class in the case of emergencies.
- e. Students may be excused for the following reasons:
 - Proven medical emergency
 - The death of a relative
 - Held by a third party beyond their control (police, court, etc.)
- f. If a student is absent for 10 percent of class hours, the Instructor will issue a 10 percent absence warning.
- g. If a student is absent for 20 percent of class hours, the Instructor will issue a 20 percent absence warning.
- h. If a student is absent for 25 percent of class hours, the Instructor will issue a 25 percent absence warning, and the student will receive an F grade.
- i. A 25 percent absence warning requires the approval of the Dean of the College offering the course.
- j. Automatic notification of warnings will be sent to students by email and SMS. A copy of the notification will be sent to the student's sponsor, if any, student academic advisor, and SSC.

APPENDIX

I: English Proficiency Levels

The Office of Registration should place each student on an English Proficiency Level based on proven documentation produced by the student.

LEVEL	TOEFL	TOEFL IBT	IELTS
L0	> 550	> 79	Band 6
L1	> 500	≥ 61	Band 5
L2	> 480 and ≥ 500	> 50 and ≥ 61	Band 4.5
L3	> 450 and ≥ 479	> 45 and ≥ 50	Band 4
L4	≥ 450	45	Band 3.5
L5	None	None	None

II. Grading System

The University recognizes the grading system as outlined below. The merit of the degree is determined according to the following scale:

Marks	All Programs			Medicine		
Percentage	Grade	Grade Point	Merit	Grade	Grade Point	Merit
From 90 to 100	A	4.0	Excellent	A	4.0	Excellent
From 85 to 89	B+	3.5	Very Good (High)	B+	3.5	Very Good (High)
From 80 to 84	B	3.0	Very Good	B	3.0	Very Good
From 75 to 79	C+	2.5	Good (High)	C+	2.5	Good (High)
From 70 to 74	C	2.0	Good	C	2	Good
From 65 to 69	D+	1.5	Pass (High)	F	0	Fail
From 60 to 64	D	1.0	Pass			
Less than 60	F	0	Fail			

Marks	All Programs			Medicine		
N/A	XF	0	Fail (Academic Integrity Violation)	XF	N/A	Fail (Academic Integrity Violation)
N/A	T	N/A	Transfer	T	N/A	Transfer
N/A	IP	N/A	In Progress	IP	N/A	In Progress
N/A	I	N/A	Incomplete	I	N/A	Incomplete
N/A	S	N/A	PLAR (Prior Learning Assessment and Recognition)	S	N/A	PLAR (Prior Learning Assessment and Recognition)

III. Semester Grade Point Average (GPA)

- The GPA indicates the student performance during the semester.
- The GPA is calculated by dividing the product of credit hours and point grade by the sum of credit hours of the semester.

The following example illustrates the calculation of the GPA:

Subject	Credit Hours	Points	Product of credit hours by point grade
Mathematics	3	3	9
Statistics	3	2	6
Physics I	3	3	9
Islamic Culture	3	4	12
Arabic language	3	4	12
Psychology	3	2	6
Total	18		54 Points

In this example, if a student obtains the results as set out in the table above, his/her grade point average will be computed as $GPA = 54/18 = 3.0$.

IV. Cumulative Grade Point Average (CGPA)

- The Cumulative Grade Point Average (CGPA) indicates the student's average performance over all semesters up to the last completed semester. To calculate the CGPA, the following formulae shall be used:

$$CGPA = (\text{Total of the grade points of each course} \times \text{credit hours}) / \text{total credit hours taken}.$$
- To calculate the CGPA, the last grade obtained by the student is considered.

- If a student retakes a course, the original grade of the student will appear in the transcript. However, the CGPA is calculated based on the latest score.
- Transferred courses will not be included in the CGPA calculation.

V. Grade Modification

- Grades can be modified only in the following situations:
 - Changing an incomplete grade after the student completes the course.
 - A result of grade complaint. The approval of the Dean of the College offering the course is required in such an instance.
 - A data entry mistake by either the Registration Officer or the Instructor.
- A record of the old grade and the modification should be kept by the Office of Registration.

Graduation Requirements

- A student will be awarded a degree subject to fulfilling the following requirements:
 - Completion of all courses of the academic program as described in the course plan.
 - Completion of practical training/ Thesis as specified in the study plan.
 - A CGPA of at least 2.0 for undergraduate programs (2.5 for the College of Medicine) and a CGPA of at least 3.0 for Graduate programs.

Notes:

- In the event that the student completes all the courses but falls short of the CGPA requirement stated above, he/she needs to repeat courses in order to raise his/her CGPA to the required minimum. Students who are under academic probation have to abide by the load specified in the relevant Academic Probation Policy.
- The student who completed all the above graduation requirements can receive the graduation certificates, transcript, diploma (wall certificate), or any other related letter of graduation. A student can only obtain his/her graduation documents after his/her clearance has been approved by the college and the concerned offices. Such clearance can't be approved if s/he has dues towards Ajman University. Ajman University is entitled to withhold the graduation certificates, the transcript, the diploma (wall certificate), and any other letter or certificate, if s/he does not fully honor his/her obligations towards Ajman University, including financial commitments or dues.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	University Academic Council
V 2.0	20/09/2012	Major changes in sections – Academic warning, suspension/withdrawal, Academic probation for undergraduate programs, and the grading system	Associate Vice President for Academic Affairs
V 2.1	14/02/2018	Student's academic standing, Grading system (XF)	Office of the Vice Chancellor for Academic Affairs
V 2.2	13/04/2021	Updated the study load as per the CAA Standards 2019	Council for Academic Affairs
V 2.3	18/11/2022	Minor update on clearance approval process	Office of Registrar
V 2.4	06/03/2023	Minor changes related to the academic probation policy amendments	Office of Vice Chancellor for Academic Affairs

Assessment and Grading Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	February 2024
		Next Review Date	February 2027

Purpose

This policy describes how student performance is assessed in both face-to-face and online/blended learning courses. It also explains how final grades are recorded on the University system by the Office of Registration (OR).

Assessment

Assessments are used not only for grading purposes, but also to foster student learning. This involves providing feedback to students, offering opportunities for self-assessment, and facilitating reflection on learning processes. The goal is to enable students to take charge of their own learning and continuously improve.

Students' assessment is planned to maintain the highest levels of integrity and authenticity. In order to ensure the integrity of assessments, Ajman University employs stringent measures such as plagiarism detection software, proctoring measures for online assessments, and clear penalties for academic integrity violations. Any violations will be dealt with as per the Academic Integrity Policy.

The online assessments must ensure the authenticity of the test taker, employ up-to-date administrative measures and technological advances to prevent fraud and cheating, support proctoring systems, provide appropriate training to faculty and staff for online assessment, and take other necessary measures to safeguard the integrity of online assessment.

Regardless of the instructional delivery mode (in-person, online, hybrid, etc.), it is mandated that all midterm examinations, final examinations, and other assessments contributing 20% or more to the overall course grade are conducted on campus within controlled and proctored environment.

Course Grading Scale Setup

- The instructor of each course/section is required to enter the grading components of his/her course on the Student Information System (SIS) during the first week of the semester.
- The instructor shall follow the course assessment methods, which are described in the approved course syllabus.
- The overall score is normally distributed as follows:
 - 50% for semester tests and activities,
 - 20% for the mid-semester examination
 - 30% for the final examination
- The grading scale should be shared with students during the first week of classes.

Grading Process

- a. On completion of each grading component, the Instructor will log the grade on the SIS for every student, no later than one week after the grading of that component.
- b. The instructor can modify/review the grade of any component at any time before submitting the grade to the OR.
- c. Once the grades are submitted to the OR, any changes to the grades will have to be processed using the grade modification procedure given below.

Grade Submission

- a. The instructor is required to submit the grades to the OR after having ensured that the grades for all students have been entered. No cell is left blank on the grade sheet.
- b. The instructor shall share the grades with the Head of the Department and the Dean of the College to get them approved. Once approved, the grades are entered through the University assessment SharePoint.
- c. If OR finds any blank cells in the grades entered by the instructor on the SIS, then the college's secretary will be notified immediately to notify the Instructor for correction.
- d. If the OR finds no discrepancies in the course grades, then the electronic copy is certified/locked, And the grades automatically rolled to the student's transcript.
- e. When the electronic copy is certified/locked, the Instructor will no longer be able to unlock the grades book and make further changes. The appropriate grade modification procedure will have to be followed to make further changes.

Procedure for Grade Modification

- a. Students can submit an e-request for grade appeal in a course at the Online Request System (ORS) during the period shown in the academic calendar (the next two weeks after the announcement of the results).
- b. The OR send the request to the Dean's office of the College, which offers the course who will, in turn, forward it to the instructor of the course.
- c. The instructor will review the final examination and decides if the grade will remain unchanged, or review the grade upwards or downwards by giving the justification of the modification.
- d. Once the Dean approves the decision of the instructor, he/she will send back the e- request with his decision to the OR for action, an automatic notification will be sent informing the student of the decision.
- e. The student cannot introduce another grade complaint about the same course if the grade was kept unchanged.
- f. If the grade is kept unchanged, the student may introduce a written complaint to the Dean who could designate a committee of faculty members to review the answer paper of the student.

- g. If the instructor is no longer at AU, the Head of the Department will investigate the appeal made by the student by reviewing the grades left by the instructor and the answer sheet of the final exam of the student.

Copies of Final exam papers

- Each instructor should hand back the answer sheets of the students to the Head of Department to be kept for two regular semesters.
- The instructor should attach, to his/her end of semester report, a copy of all tests, mid-semester exam, and final exam along with the answers to each question and the mark of each question.
- The instructor will also attach, to his/her end of semester report, a copy of the answer sheets of the mid-semester exam and the final exam of three students who have obtained the high, middle, and low grades (A, C, and D/F) respectively.

Submission of the Final Grades

The instructor is expected to submit the grades to the OR within 48 hours from the date of the final exam.

Schedule of the Final Exam

- The length of the final exam is normally 90 minutes for all non-practical courses.
- The final exam must be administrated on the day, the time, and place as announced on the Final Examination Schedule.
- Instructors must use the University grading system, which is shown in the following table.

The university adopts the following grading system for all Undergraduate Programs and Medicine:

	All Programs, Except Medicine			Medicine		
Percentage	Grade	Grade Point	Merit	Grade	Grade Point	Merit
90-100	A	4	Excellent	A	4	Excellent
85-89	B+	3.5	Very Good (High)	B+	3.5	Very Good (High)
80-84	B	3	Very Good	B	3	Very Good
75-79	C+	2.5	Good (High)	C+	2.5	Good (High)
70-74	C	2	Good	C	2	Good
65-69	D+	1.5	Pass (High)	F	0	Fail
60-64	D	1	Pass			
Less than 60	F	0	Fail			
N/A	XF	0	Fail (Academic Integrity Violation)	XF	0	Fail (Academic Integrity Violation)
N/A	T	N/A	Transfer	T	N/A	Transfer

All Programs, Except Medicine				Medicine		
N/A	IP	N/A	In Progress	IP	N/A	In Progress
N/A	I	N/A	Incomplete	I	N/A	Incomplete
N/A	S	N/A	PLAR (Prior Learning Assessment and Recognition)	S	N/A	PLAR (Prior Learning Assessment and Recognition)

The university adopts the following grading system for graduate courses:

Marks	Grade	Points	Merit
From 90 to 100	A	4.0	Excellent
From 85 to 89	B+	3.5	Very Good
From 80 to 84	B	3.0	Good
From 75 to 79	C+	2.5	Pass (High)
From 70 to 74	C	2.0	Pass
Less than 70	F	0	Fail
-	XF (Academic Integrity Violation)	0	Fail

Notes:

- The course passing grade for Undergraduate programs is (D) except for Doctor of Medicine (MD) program is (C).
- The course passing grade for Postgraduate Diploma programs and Master programs is (C).
- The qualified passing grade for Doctorate courses is (B).

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial policy	University Academic Council
V 2.0	20/09/2012	Major Change – Grading system	Associate Vice President for Academic Affairs
V 2.1	03/09/2017	Inclusion of grade XF for Academic Integrity	Vice Chancellor for Academic Affairs
V 3.0	18/04/2021	Amended Course Grading Scale, Procedure for Grade Modification, Submission of the Final Grades and Schedule of Final Exam	Vice Chancellor for Academic Affairs
V 3.1	11/05/2022	Course assessment - reverted back to pre-pandemic grade distribution	Vice Chancellor for Academic Affairs
V 3.2	29/02/2024	Minor revision to emphasize the integrity of online assessment	Vice Chancellor for Academic Affairs

Policy on Assessment Turnaround Time and Feedback to Students

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

This policy is established to clearly define the turnaround time for assessment marking and providing feedback to students.

Scope

This policy is applicable to all academic colleges at Ajman University.

Policy Statement

Expectations for the maximum turnaround time for all assessment marking and providing feedback to students in taught programs at AU is fifteen working days from the date of assessment / deadline for submission of work, applicable to both formative and summative forms of assessment. This duration may be reduced in order to comply with any relevant requirement or an official deadline. Any unavoidable exceptions such as those related to external examiners, or those related to cases under investigation by a disciplinary committee should be notified to the Head of Department (HoD) by the course instructor.

Mechanism on Monitoring Compliance with the Policy on Maximum Turnaround Time

For each taught program at AU, HoD of the concerned program is responsible for ensuring compliance with the policy on maximum turnaround time for all assessment marking and providing feedback to students. For each course, the instructor must provide a compliance report in a template that is given below. During each semester, two compliance reports should be submitted to the office of the concerned HoD – first before the official beginning of the mid-term examination and second before the official beginning of the final examination. Any exception with acceptable reason as agreed with the HoD should also be included in the report.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	01/03/2021	Initial policy	Council for Academic Affairs
V 1.1	24/04/2024	The policy has been renewed without changes	Office of the VCAA

Grade Entry Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	November 2023
		Next Review Date	November 2026

Purpose

All students have the right to know their grades during different assessment periods across the regular semester to know their academic progress and make the appropriate decision regarding the course. This allows the AU academic support team to provide the necessary academic support for students who may need it. This policy specifies the basic regular semester deadlines for students' grade entry.

Scope

All AU course instructors in undergraduate programs must abide by this policy.

List of Related Policies

Assessment and Grading Policy, Student Grade Appeal Policy, Policy on Double Marking and Moderation.

Semester Assessment Periods

Every regular semester is divided into three assessment periods as follows:

Assessment Period	Grade Weight	End of the Period
Semester Activities Period	45-50%	Weeks 3-15
Midterm Assessment Period	20-25%	End of Week 8
Final Assessment Period	30%	Week 16

Any type of assessments should start from week 3 onwards, no assessments are conducted before the end of add/drop period. The midterm assessment period should not start before week 7, and final assessment period should not start before week 16.

Grade Entry Deadlines

Grades are assigned by the instructor to reflect the quality of a student's work. Course instructors must submit the students' semester grades through the student academic records systems (Banner) in a timely manner according to the following deadlines:

Item	Grade Weight	Percentage of Cumulative Entered Grade	Dean's Approval	Deadline (Last Due Date)
				Regular Semester
Midterm exam grade	20-25%	20-25%	Not Required	End of Week 9
Grades of the semester activities	45-50%	70%	Not Required	Week 15

Item	Grade Weight	Percentage of Cumulative Entered Grade	Dean's Approval	Deadline (Last Due Date)
				Regular Semester
Grade of the final exam	30%	100%	Required	Within 48 hours after the exam

The Office of Registration should communicate with the course instructors, no later than one week after the first day of classes, the exact dates of deadlines in every semester for grade entry to the student academic records systems (Banner).

Grade Modification

The course instructor may make changes or corrections to grades after have been entered to the system. Once the grades are submitted to the Office of Registration, they will become final and no changes are allowed. A faculty may request a correction of a grade to the Office of Registration via College Dean only if a clerical or procedural error was made in assigning, transmitting, or recording the original grade. A grade may not be changed for the reason of re-evaluation, re-examination, late work submission or the submission of additional work. Any grade modification must have the approval of the college dean. No grade may be changed after two weeks of the official announcement of the semester results.

Student Grade Appeal

Any complaint or appeal of a grade should be limited to procedure, e.g., grade entry error or failures to follow grading policies. All grade appeals are mandated by the Student Grade Appeal Policy.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	08/03/2023	Initial Policy	Vice-Chancellor for Academic Affairs
V 1.1	23/11/2023	Changes on the assessment periods and grade entry deadlines	Vice-Chancellor for Academic Affairs

Policy on Double Marking and Moderation

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Introduction

At the time of institutional accreditation of Ajman University by UK-based Quality Assurance Agency (QAA), one of the three requirements made to the University was to extend the use of double marking and moderation to include all summative assessments. The University formed a task force to prepare an action plan for this requirement. Based on the submitted action plan, another Committee was formed to develop practical guidelines for faculty to assist them in implementing the action plan. The policy and guidelines prepared by these Committees, and approved by the Council for Academic Affairs, are presented in this document.

Scope

This policy is applicable to all academic colleges at Ajman University.

Definitions

Double Marking: It is the assessment of students' work by two or more examiners (markers) with each one making his/her own judgement. Double marking is applicable on assessments that are more subjective in nature and differences of opinion are probable. For example, assessment of a graduation project, thesis, dissertation, report, oral presentation, demonstration of practical work or other similar assessment instruments.

Moderation: It is a process intended to ensure that the criteria of assessment are applied consistently, accurately and fairly across the whole distribution. It is applied on assessments that are more objective in nature. Some main examples are laboratory reports, midterm and final examinations. In contrast to double marking, the moderator shall select a random sample of scripts marked by the marker (or the examiner) and determine whether the sampled scripts have been marked consistently, accurately and fairly.

Policy Statement

In order to ensure high standards of assessment and reliable processes that are applied consistently to assess students' work in degree programs, Ajman University shall apply either double marking or moderation or both as appropriate for all summative assessments that account for 20% or more grade in a course. Double marking is recommended for assessments that are more subjective in nature, such as assessment of a graduation project, report, thesis or dissertation, presentation or demonstration of practical work, etc. Moderation is preferred for assessment tools such as written examinations, including midterm and final examinations.

The Program Coordinator/Director or Head of Department (HoDs) of a program is responsible, as per the decision of individual College Deans, for ensuring consistent implementation of this policy by all faculty members. The Dean may officially assign this responsibility to a particular committee as well, especially for graduate programs.



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/03/2021	Initial policy	Council for Academic Affairs
V 1.1	07/03/2024	The policy has been renewed without changes.	Office of Institutional Planning and Effectiveness

Policy for External Examiners and Reviewers

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

The purpose of this policy is to establish guidelines and procedures for the appointment of external examiners for student works, examinations, theses, dissertations, etc. of Ajman University (AU) students and to define the examiners' role. Furthermore, to enhance the quality of program evaluations and ensure continuous improvement of curricula, AU promotes collaboration with external reviewers by selecting experts individually or through partnerships with institutions or consortiums, benchmarking, and mutual services. Therefore, the policy establishes the process for selecting external reviewers and outlines the honorarium for their engagement to conduct reviews of programs offered at AU.

Definitions

External Examiner: A suitably qualified external specialist in the specialization/subject area for which they are appointed, who assesses a student or group of students, through samples of student work, presentations, final examinations, exhibits, clinical practice examinations, demonstrations, thesis, dissertation, etc.

External Reviewer: An external expert in a particular academic program, typically holding the rank of associate professor or higher, tasked with critically evaluating an academic program for accreditation and quality assurance purposes to ensure alignment with accreditation agency requirements and industry standards and adequately meets the needs of stakeholders and accreditation criteria. They provide feedback and recommendations based on their expertise and familiarity with relevant standards.

Scope

This policy applies to all academic programs offered at Ajman University.

Policy

Ajman University is committed to providing quality education and has an established quality assurance system that ensure quality education of its students. In addition to this, AU appoints external examiners/reviewers with any of the following purposes:

1. External examiners for Thesis/Dissertation.
2. External examiners for final examinations of capstone/graduation projects, graduation Jury, or clinical examinations, etc. at the time of graduation.
3. External reviewers to provide independent, critical and objective review reports about an academic program, including its curriculum, as well as informative analysis on the University's compliance with the relevant standards and on assessment practices and student achievements in relation to those standards. They can also contribute in the development of a new program to be offered by AU.

Role of External Examiners

Depending on the scope of work of the external examiner, the University requires the external examiners to:

1. Provide objective and fair marking and feedback for all types of assessment.
2. Confirm whether the standards of the University's assessment practices meet or exceed the academic standards and, where appropriate, the requirements of professional, statutory and regulatory bodies;
3. Identify, where appropriate, examples of exemplary practice and innovation in learning, teaching and assessment;
4. Recommend on opportunities to enhance the quality of the learning experience provided to students.

Role of External Reviewers

Depending on the scope of work of the external reviewers, the University may require the external reviewers to perform some or all of the following tasks:

1. Evaluate the program's curriculum and assessment methods to ensure alignment with accreditation agency requirements and industry standards.
2. Evaluate the courses and program's learning outcomes to ensure they meet the needs of students, stakeholders and accreditation standards.
3. Analyze assessment data, stakeholder feedback, and accreditation criteria to identify areas for improvement and enhancement.
4. Address any requirements and suggestions by accreditation agencies, ensuring transparency and compliance with accreditation standards.
5. Assess the program's resources, facilities, and support services, identifying areas where enhancements may be needed to meet accreditation criteria.

Conflict of Interest

External examiners and reviewers shall not have any conflict of interest arising from personal or family relationships or from other direct ties to members of faculty or students.

Guidelines for Appointment of External Examiners and Reviewers

The selection process for external reviewers prioritizes qualifications, experience, and impartiality to ensure thorough and unbiased evaluations.

1. The process begins with the college dean nominating potential external examiners/reviewers, considering their expertise and relevance to the student work to be assessed and the academic program to be reviewed. The nomination(s) is/are then submitted to the Vice Chancellor for Academic Affairs (VCAA) for approval. The college dean provides detailed justification outlining why the nominee(s) is/are suitable for the role, along with the nominees' curriculum vitae (CV) highlighting their qualifications and experience in the relevant field. Each respective college covers external examiner/reviewer payments from its own college budget unless agreements/approvals are made for otherwise. The guidelines in this policy complement AU policies, associated forms (e.g. AGS3), and AU travel policy, as applicable.

2. External examiners and reviewers shall be selected from reputable universities, preferably with at least the same rank as of AU. It is highly recommended, whenever relevant, that external examiners are selected from UAE, GCC, and then beyond.
3. For both master and doctorate levels, the same external examiner might be selected to examine a maximum of two theses/dissertations each year with a maximum of 10 every 6 consecutive years; however, in cases where level of expertise is required then an approval should be granted by the Deanship of Research and Graduate Studies.

Honorarium for External Examiners and Reviewers

The payment for examinations and reviews will be processed as follows:

External Examiners for Theses/Dissertations

1. AU pays to external examiners for a master thesis examination an amount of AED 1,000. This amount is payable following the examination and after filling in the specified/designated form(s). The same applies to final examinations of capstone/graduation projects, graduation Jury, or clinical examinations, etc. at the time of graduation for each project or a group of students.
2. AU pays to external examiners for a doctoral dissertation examination an amount of AED 2,000. This amount is payable following the examination and after filling in the specified/designated form(s).
3. In case an external examiner is required to carry out a complete re-examination of the same thesis or dissertation, AU pays 50% of the amount that was paid for the first examination.
4. The thesis/dissertation examinations shall be conducted digitally using online platforms (e.g. Zoom, Microsoft Teams or any other suitable software for the same purposes), unless an exception has been approved by the VCAA. In any case, AU does not cover expenses related to transport, accommodation, subsistence, etc. of an examiner or a reviewer from inside or outside the UAE.

External Reviewers for Programs

External reviewers engaged in program reviews at AU will be provided with comprehensive guidelines and templates to aid them in producing thorough review reports. In recognition of their valuable contribution, honorariums ranging from AED 4,000 to 10,000 per program review will be offered. The exact honorarium amount will be contingent upon various factors, including the nature and level of the program under review, as well as its accreditation type (local, international) and status (initial, reaccreditation). The determination of the honorarium amount shall be approved by the VCAA. The honorarium shall be covered by the college budget allocated for accreditation. The program review is typically conducted remotely, eliminating the need for physical presence of the reviewer. However, in some exceptional cases where physical presence is deemed necessary, travel and accommodation expenses may be covered beyond the honorarium, subject to prior approval by the VCAA.

Application:

1. It is recommended that each academic program is reviewed by an external reviewer every 4-5 years, especially prior to its reaccreditation by the CAA.
2. The Curriculum Development Committee (CDC) shall discuss the recommendations of the external reviewer and propose appropriate changes in the curriculum to the Head of the Department for further action.

Miscellaneous

The Office of the VCAA is responsible for handling any issues that might arise and are not covered in this policy. In such cases, the college dean shall obtain the approval from the Vice Chancellor for Academic Affairs (VCAA), including the remuneration.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	23/03/2023	Initial Policy	Vice Chancellor for Academic Affairs
V 1.2	03/04/2024	Updates related to program review	Vice Chancellor for Academic Affairs

Independent Study Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

Independent Study is an opportunity for students to earn academic credit for learning outside the formal class structure, under the individual supervision of a faculty member. It enables a student to undertake a learning opportunity which is otherwise unavailable, for the purpose of facilitating students' completion of a program's degree requirements.

Statement Independent Study

- AU allows a maximum of one course of Independent Study towards fulfilling the undergraduate degree requirements, and only in rare cases. Any exception to more than one independent study course requires prior approval of the CAA.
- Independent Study is not permitted for graduate programs.
- Independent Study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment.
- The Independent Study course must be approved by the academic advisor and the Head of the Department/Dean.
- For an undergraduate student to be eligible for a course to be taken as Independent Study, the student must have passed any prerequisites.
- Only AU faculty members may supervise a course to be taken as Independent Study.
- Registration for Independent Study courses must be done in the same period as all other courses.

Document History

Version	Date	Update Information	Author / Reviewer
V 1.0	24/10/2010	Initial policy	University Academic Council
V 1.1	20/09/2012	Policy reviewed – no change	Associate Vice President for Academic Affairs
V 1.2	03/09/2017	Maximum credit hours allowed /Faculty may sponsor courses / signing of agreement	Vice-Chancellor for Academic Affairs
V 1.3	30/03/2021	Amended in accordance with the CAA Standards 2019	Council for Academic Affairs
V 1.4	07/03/2024	The policy has been renewed without changes.	Office of Institutional Planning and Effectiveness

Class Size Policy

Policy Owner	Vice Chancellor for Academic Affairs (VCAA)	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Ajman University (AU) is committed to implementing efficient class-size policy. The selection of class size depends on the nature of the course and insures effective course delivery. This policy sets the guidelines for selection of appropriate class size for each course in different colleges, except the College of Medicine. This policy also applies to courses taught through e-Learning.

Minimum Class Size

AU does not define a minimum number of students required to offer a mandatory course as per the study plan, recognizing that a postponement could adversely affect student progression and timely graduation. For elective courses, the minimum class size is specified as 10 for undergraduate classes and 5 for graduate classes. However, in exceptional circumstances, class sizes may be permitted to fall below these thresholds, subject to prior approval from the VCAA.

Maximum Class Size

The determination of the maximum class size of programs offered by AU is program-specific, determined by the inherent characteristics of each program and the unique attributes of its course components, which include theory, practical, tutorial, studio, clinical sessions, and others. Class size limits also take into account the mode of delivery (in-person or online/hybrid) and the level of study (undergraduate or graduate).

For undergraduate courses, the maximum class size for in-person theory classes is 50 students for all colleges other than the College of Medicine, with the exception of maximum 80 students for General Education classes. The practical sessions maintain a mandated maximum of up to 24 students per laboratory session, taking into consideration the actual lab's physical capacity and safety measures for the maximum number of students. In specific learning contexts, such as clinical and technical settings, the maximum class size is set at 30 students, while studios and tutorial sessions are capped at 18 and 30 students, respectively, for in-person mode of delivery. For online/hybrid mode, class sizes are limited to a maximum of 40 students for theoretical classes, 20 for clinical/technical sessions, 18 for studio sessions, and 20 for tutorial sessions.

For graduate courses, the maximum class sizes vary based on the type of course component. For in- person classes, the maximum class size is set at 30 students for theoretical classes, 15 students for studio and 25 for tutorial sessions. In the College of Dentistry and the College of Pharmacy and Health Sciences, theoretical class sizes are limited to 12 and 20 students, respectively. In online/blended mode, the maximum class sizes are set at 20 for theoretical classes, 15 for studio sessions, and 20 for tutorials, except for the College of Dentistry, where the maximum theoretical class size is limited to 12 students.

The following Table summarizes class size for various courses offered by AU:

Table 1. Class size for various courses offered by AU⁽¹⁾.

College	Class Size ⁽²⁾				
	Theoretical Classes	Practical Sessions	Clinical and Technical Sessions	Studio Sessions	Tutorial Sessions
Undergraduate Courses (In-person Mode)					
All Colleges	50 ⁽³⁾	24	30	18	30
Undergraduate Courses (Online/Blended Mode)					
All Colleges	40 ⁽⁴⁾	-	20	18	20
Graduate Courses (In-person Mode)					
Dentistry	12	-	-	-	-
Pharmacy and Health Sciences	20	-	-	-	-
Other Colleges	30	-	-	15	25
Graduate Courses (Online/Blended Mode)					
Dentistry	12	-	-	-	-
Other Colleges	20	-	-	15	20

⁽¹⁾ This policy does not apply to the College of Medicine, as the education system is block-based, and students within the same section are divided into smaller groups for both theoretical and practical/clinical sessions.

⁽²⁾ Some classes/sessions are instructed/supervised by multiple faculty.

⁽³⁾ The class size will be limited to 80 students for General Education courses delivered by in-person mode.

⁽⁴⁾ The class size will be limited to 60 students for General Education courses delivered by online/blended mode.

This approach ensures flexibility in accommodating diverse program needs while maintaining an optimal balance between effective instruction and individualized attention for graduate students. The maximum class size should not be misconstrued as the optimal class size, as it considers various factors such as the course level, learning objectives, faculty-student interaction, and instructional methods employed. Exceeding the maximum class size may lead to a deterioration of the overall learning experience.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	20/02/2013	Initial policy	Academic and Educational Affairs Council
V 1.1	08/10/2017	Changes to class sizes for Graduate and undergraduate as per CAA standards. Inclusion of new programs	Vice Chancellor for Academic Affairs
V1.2	19/09/2020	Minor change – Correction on class size for law program	OIPE Executive Director
V1.3	20/10/2020	Minor change – added applicability of the policy to courses taught through e-learning	OIPE Executive Director
V1.4	09/02/2024	Incorporating Minimum Class Size Policy into Class Size Policy	Vice Chancellor for Academic Affairs
V1.5	21/02/2024	Defined cap on class-size for graduate blended programs	Vice Chancellor for Academic Affairs
V1.6	29/10/2024	General update on class size	Vice Chancellor for Academic Affairs

Academic Probation Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	February 2023
		Next Review Date	February 2026

Purpose

This policy specifies the terms and conditions in handling academic probation of undergraduate and graduate students at Ajman University (AU).

Scope

All AU programs.

List of Related Policies

Academic Progress Policy; Academic Advising Policy; Student Success Center Policy; Counseling Policy.

Academic Probation for Undergraduate Students

At the end of any regular semester a student seeking an undergraduate degree must maintain a cumulative Grade Point Average (cGPA) of 2.0 or above to be considered in a good academic standing.

1. If the student's cGPA is below 2.0 during his/her first regular semester (fall or spring semesters), he/she receives an Academic Warning after the end of the student's first regular semester. The academic warning is an academic alert to notify the students with their academic performance and to the AU academic support team to provide the required support.
 - a) The student will be under academic mentoring and monitoring programs to provide a full support to the student, academically through the Student Success Center (SSC) and non-academically via the Counseling Unit (CU), and to closely evaluate the student's academic progress by his/her academic advisor and course instructor(s) with an objective to raise the cGPA to 2.0 or above.
 - b) The student's academic advisor approves the list of courses the student can register for. Courses with F, D, or D+ grades are preferably repeated if they are offered in the spring semester or summer term.
 - c) The academic warning is not recorded on the student's transcript.
 - d) If the student's cGPA remains below 2.0 after his/her second regular semester, he/she will be continued in the academic warning status and under academic mentoring and monitoring programs.
 - e) The student, his/her academic advisor, and sponsor (if any) are notified about the student warning status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request.
2. If the student's cGPA is below 2.0 after completing three regular semesters or after he/she has been in good academic standing beyond the third semester, he/she receives an **Academic Probation One (AP1)** and is placed on academic probation by the Office of Registration.

3. The student, his/her academic advisor, and sponsor (if any) are notified about the student probation status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request.
 - a) The student status will be updated on his/her transcript.
 - b) The student will be under academic mentoring and monitoring programs to provide a full support academic to the student academically through Student Success Center (SSC) and non-academically via the Counseling Unit (CU).
 - c) The study load of the student with AP1 is restricted. A student can register for a maximum of 15 credit hours (C.H.), of which at least three credit hours are repeated (the priority of repeated courses is given for courses with F, D, or D+ grades). The academic advisor approves the list of courses the student should register for.
4. If a student fails to raise his/her cGPA to 2.0 or above at the end of the semester subsequent to the Academic Probation One (excluding the summer term/semester), he/she will receive an **Academic Probation Two (AP2)** and is placed on academic probation by the Office of Registration.
 - a) The student, his/her academic advisor, and sponsor (if any) are notified about the student probation status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request.
 - b) The student status will be updated on his/her transcript.
 - c) A student with AP2 can register for a maximum of 12 credit hours, of which at least six credit hours are repeated (the priority of repeated courses is given for courses with F, D, or D+ grades). The academic advisor approves the list of courses the student should register for.
 - d) If the student receives AP2, the college evaluates the student's academic record, his/her ability to continue studying in the major to reach a good academic stand, and the feasibility of raising the student's cGPA to at least 2.0 by the end of the following semester. The council should take the appropriate decision, either to continuing his/her studies or changing the major.
5. If a student fails to raise his/her cGPA to 2.0 or higher at the end of the semester subsequent to the Academic Probation Two (excluding the summer term/semester), he/she is issued an **Academic Probation Three (AP3)** and is placed on academic probation by the Office of Registration.
 - a) The student, his/her academic advisor, and sponsor (if any) are notified about the student probation status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request.
 - b) The student status will be updated on his/her transcript.
6. If a student receives an AP3 but his/her cGPA is 1.7 or greater and has completed at least 70% of the program total credit hours, he/she will be given a chance for two regular semesters to raise the cGPA to 2.0.
 - a) The study load of the student is restricted to a maximum of 9 credit hours, of which at least six credit hours are repeated (the priority of repeated courses is given for courses with F, D, or D+ grades).
 - b) The academic advisor approves the list of courses the student should register for.
 - c) If the student's cGPA remains below 2.0 at the end of the two-regular-semesters period, and he/she is issued a final Repeated Academic Probation Three (RAP3). The student with RAP3 cannot continue in the major, and his/her situation will be evaluated by the College Council with only two options:
 - d) change to another major, provided that he/she meets the admission requirements of that major; or
 - e) academically dismissed from the University.

- f) The student, his/her academic advisor, and sponsor (if any) are notified about the student probation status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request.
7. If a student receives an AP3 and he/she falls under one of the following categories:
 - a) has completed at least 70% of the program total credit hours but his/her cGPA is less than 1.7; or
 - b) has not completed at least 70% of the program total credit hours and his/her cGPA is less than 2.0,

If the student falls under one of the categories 6a or 6b, the College recommends one of the following options:

- i. change to another major in another College, provided that the student meets the admission requirements for that major; or
- ii. academically dismiss the student from the University.

The following table summarizes the various academic warnings and probations and their effects on the student's study load:

Warning/Probation Type	Issue Semester	Study Load	Repeated
Academic Warning	After 1 st and 2 nd Regular Semesters	Advisor's Approval	
Academic Probation One (AP1)	After 3 rd Regular Semester	15 C.H.	3 C.H.
Academic Probation Two (AP2)	After Regular Semester Subsequent to AP1	12 C.H.	6 C.H.
Academic Probation Three (AP3)	After Regular Semester Subsequent to AP2	9 C.H.	6 C.H.

Academic Probation for Graduate Students

At the end of any regular semester a student seeking a graduate degree must maintain a cGPA of 3.0 or above to be considered in good academic standing.

8. In case a student's cGPA drops below 3.0 by the end of a given semester, he/she receives an **Academic Probation One (AP1)** and is placed on academic probation by the Office of Registration. The student, his/her academic advisor and sponsor (if any) are notified about the student probation status. The student's sponsor (if any) will also be provided of the student's academic transcript via email if they request. The student status will be updated on his/her transcript. The student may be allowed to register for courses in the subsequent semester (with the approval of his/her advisor) so that he/she may raise the cGPA to 3.0 points or above.
9. If the student fails to raise his/her cGPA to 3.0 or above at the end of the regular semester subsequent to the *Academic Probation One (AP1)*, he/she will receive an **Academic Probation Two (AP2)** and the College (depending on his/her academic progress) may either give him/her one last chance or recommend his/her dismissal from the program.
10. A student with AP2 will only be allowed to register courses (up to 6 credits) with the approval of his/her advisor. If the student with AP2 fails to raise his/her cGPA to 3.0 or above, he/she will be dismissed from the program without any chance for repetition.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	26/03/2013	Initial policy	Academic and Educational Affairs Council
V 1.1	03/09/2017	Inclusion of new criteria and regulations	Vice Chancellor for Academic Affairs
V1.2	14/04/2021	Updated academic probation and warning conditions	Vice Chancellor for Academic Affairs
V1.3	27/02/2023	Updated academic warning and probation conditions	Vice Chancellor for Academic Affairs

Course File Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

This course file policy states the standards for course preparation, update and revision.

Statement

All academic faculty members are required to prepare course files for courses they teach. Course files must include the following information, which may be in electronic form or hard copy:

1. Course Assessment report (CAR)
2. syllabi for the current and most recent previous offerings of the course, including any summer session offerings;
3. copies of all instructor teaching materials;
4. copies of all assessment instruments;
5. instructor worked answers and marking schemes for all assessment instruments;
6. examples from across the range of student performance of graded responses to all assessment instruments;
7. student assessment data;
8. comprehensive instructor review of the presentation of the course, covering:
 - a. appropriateness of the course learning outcomes;
 - b. extent to which the syllabus was covered;
 - c. extent to which learning outcomes were met (with evidence);
 - d. appropriateness of textbooks and other learning resources;
 - e. appropriateness of assessment instruments in relation to learning outcomes;
 - f. appropriateness of the balance of assessment;
 - g. appropriateness of prerequisites;
 - h. general comments on any problems encountered with the course;
9. quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution;
10. summary of student course assessment survey (SCAS) report;
11. instructor's proposals for any course improvements;
12. summary of actions taken to improve the course.

Implementation

- Heads of department and deans are responsible for ensuring that the requirements of this policy are communicated effectively and are supported by appropriate administrative arrangements and documentation, according to the template developed by the Office of Institutional Planning and Effectiveness in compliance with CAA Standards, Annex 16.
- It is the responsibility of course instructor to maintain and update their course files.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	26/03/2013	Initial policy	Academic and Educational Affairs Council
V 1.1	03/09/2017	Revised as per CAA standard	Vice Chancellor for Academic Affairs
V 1.2	11/01/2021	Minor change – updated as per CAA Standard 2019	Vice Chancellor for Academic Affairs
V 1.3	05/04/2024	General minor updates	Vice Chancellor for Academic Affairs

Course Syllabus Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of the VCAA
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

The policy provides guidelines for developing syllabi of all courses offered by Ajman University.

Scope

This policy applies to faculty, staff and administrators involved in curriculum development.

Statement

For each course offered by Ajman University, it shall provide a comprehensive syllabus, containing sufficient information to ensure that:

- those involved in curriculum development understand any pre-requisites or corequisites, and the learning outcomes of the course;
- students and external reviewers understand the course's contribution to the program and its connection to other courses in the curriculum;
- students who take the course understand what they need to have achieved in order to take the course, what will be expected of them during the course, and what outcomes they will have achieved having successfully completed the course;
- sufficient information on the course is available for the purposes of course and program review (program effectiveness).

Each course syllabus should include:

- course title and course code/number;
- credit hours (or equivalent);
- pre-requisites (if any) and co-requisites (if any);
- name and contact information of instructor(s);
- brief course description (as in the Catalog);
- intended learning outcomes of the course;
- linkage and contribution of course learning outcomes to the program outcomes;
- course topics and contents on a week-by-week basis, including sessions for assessments;
- scheduling of laboratory, studio, external visits and other non-lecture sessions, including online sessions, as appropriate;
- information on out-of-class assignments with due dates for submission;
- methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade;
- teaching methods, including any use of online instruction;
- course texts and recommended readings listed in standard bibliographic detail, and any other learning resources.

E-Learning

If the course is offered online, a separate section must be added to the course syllabus. This must include:

- 1) Changes in course assessment strategy, if applicable.
- 2) Clear description of learning delivery mode including as a minimum:
 - a. A clear indication on whether the course is offered on synchronous or asynchronous basis.
 - b. How to access course materials (including library and databases, if applicable).
 - c. Faculty-student communication venues outside designated teaching hours (e.g., virtual office hours).
- 3) On-campus activities (e.g. lab or examinations), if applicable.
- 4) An active link to general guidelines on E-learning available on the University's website.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	21/06/2021	New Policy	Vice-Chancellor for Academic Affairs
V 1.1	06/10/2021	A new section for E-learning was added	Vice-Chancellor for Academic Affairs
V 1.2	13/06/2025	Policy has been reviewed and renewed with a minor change - removal of the reference to the old CAA Standards.	Office of the VCAA

Course Substitution Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy specifies the requirements and the process of course substitution at Ajman University (AU).

Scope

The policy applies to courses offered in both undergraduate and graduate programs.

Definitions

Course substitution: A course substitution allows replacement of a course in place of a required course in a curriculum, provided the substituted course meets the content requirement of the original course.

Policy

All AU students are expected to complete the degree as per their approved study plan; however, under exceptional circumstances, the course substitution policy can be applied if the following conditions are met:

1. Course offered as a substitute is substantially equivalent to the required course in the study plan.
2. Course offered as a substitute must be equal to or greater in credits and level than the required course.
3. The required course is not offered during the current semester.
4. The student satisfies the prerequisite(s) for the substituted course.
5. Student's graduation will be delayed if the substituted course is not taken in the absence of the required course offered during that semester.

Procedure

The following procedure will be followed for course substitution:

1. After the Academic Advisor has ascertained that a course substitution is required, and the substituted course satisfies the substitution requirements as mentioned above, the Academic Advisor will initiate the Course Substitution e-request on ORS, and mention the names and codes of two courses (required and substituted) in addition to justifying the substitution.
2. The course substitution request shall be approved by the HOD.
3. The College Dean may approve or reject the request or will discuss the request with the HOD/Academic Advisor. If approved by the Dean, the request will be forwarded to the Office of Registration with all relevant documentation for implementation.
4. The Office of Registration will ensure that Course Substitution e-request is properly filled and approved by the Academic Advisor, HOD and the College Dean. The request approval will be saved for records.

5. The substituted course with its course code, name, credit hours, and grade will appear on the student transcript.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	28/09/21	Initial Policy	Office of Admissions and Registration
V 1.1	20/08/24	The policy has been renewed without changes	Office of Admissions and Registration

Intensive Modes of Course Delivery Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	September 2022
		Next Review Date	September 2025

Purpose

The term *intensive modes of course delivery* refers to courses that are offered over a shorter duration than the normal standard semester. These may include short courses of a few weeks duration, and courses offered in a shortened summer semester.

Statement

To ensure that students have the same learning experience as that provided in a standard course delivery, following rules must be adhered to:

1. Students are fully informed of any modifications that may have been made in Ajman University's delivery of its academic courses or programs in order to accommodate the shortened duration of a course or program;
2. students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, as in the same courses offered during the regular semester or term;
3. students have sufficient time for preparation, reflection, analysis, assessment, and the achievement of course learning outcomes.
4. the full content of the approved syllabi will be taught during the condensed period including the assignments and assessment schemes with the same rigor and standards as in the course given in a regular semester;
5. the course study plan is such that the learning outcomes of the courses and programs can reasonably be achieved by all enrolled students; and
6. all student services such as library access and support, IT laboratories and IT support, catering, health services, and recreational facilities shall be available during the shortened term.

Given the considerations listed in (3) above, some courses would not be suitable for an intensive mode of delivery, for example internships and major student projects.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	26/03/2013	Initial policy	Academic and Educational Affairs Council
V 1.1	08/09/2019	Minor amendments as per CAA new standard	Vice Chancellor for Academic Affairs
V 1.2	05/09/2022	The policy has been reviewed and no changes were made	Vice Chancellor for Academic Affairs

Credit-bearing Micro-credentials Certification Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Purpose

Ajman University (AU) issues this policy to promote lifelong learning and enhance students' skills by offering learning opportunities that are accessible to all types of learners including, but not limited to, people of determination, elderly, minorities, low-qualified/skilled workers, and geographically remote through a flexible and short-term approach that leads to upskilling and reskilling to meet the needs of ever-changing employment markets. Micro-credentials may be credit-bearing or not-for-credit. This policy specifies the design, development, delivery and awarding of Credit-bearing Micro-credentials (CbMc). This policy does not apply to not-for-credit micro-credentials (NcMc).

Scope

This policy applies to all AU programs.

List of Related Policies

Advance Standing and Prior Learning Assessment and Recognition (PLAR) Policy; Assessment and Grading Policy; Teaching and Learning Policy.

Definitions

Micro-credential: A certification that is awarded by a trusted provider, generally offered in short or flexible study durations and consists of an assessed learning in a specific area of study. It can be a standalone, a component of an accredited program, or a complement of other micro-credentials or macro-credentials, including through recognition of prior learning.

Not-for-credit Micro-credentials (NcMc): This is when no credit is awarded upon completion of a course/unit in micro-credential certification, and that the credentials are not stackable or applicable towards a full accredited qualification or degree. This may include training such as short courses which are non-formal and are non-stackable.

Credit-bearing Micro-credentials (CbMc): This is when a credit is awarded upon completion of a course/unit, including its assessment requirements, in micro-credential certification, and that the credentials can be stackable or applicable towards a full accredited qualification or degree.

Formal Learning: Planned learning that derives from activities within a structural learning setting such as school, college, or training institution.

Informal Learning: Intentional or non-intentional learning gained from daily activities and experiences which is not organized or structured in terms of objectives, time or learning support.

Non-formal Learning: Learning that takes place through a structured and/or unstructured process of learning such as workshops, courses, and e-learning programs, that does not lead to a formally recognized qualification.

Stackability: The possibility to combine different CbMc's and build logically upon each other toward the accredited qualification or degree.

Upskilling: Providing learners with additional competencies and skills related to their current position/job to become more knowledgeable in that area(s) to allow them to be promoted to a new role based on the skills they will acquire.

Reskilling: Equipping learners to switch lanes and move into new roles within an organization by teaching them with an entirely new skillset.

CbMc Principles

1. CbMc shall be aligned with the University's strategic and educational aims and priorities, and support professional and personal development and to meet industry and community needs.
2. CBMC title shall appropriately reflect the purpose and content of its courses and shall be in line with the professional bodies of which the CbMc is part. The title shall start with "CbMc in"
3. CbMc shall be offered for a short period of time, range between 1-15 credit hours, and be offered across all subject areas in all settings in which formal learning may occur, whether on-site, virtual, or blended.
4. CbMc shall certify the achievement of at least one learning outcome, and subject to best practices and defined quality assurance standards. The learning outcome(s) must be assessed against transparent and clearly defined criteria and e measured through assessment methods and processes.
5. CbMc shall constitute course(s)/unit(s) that correspond to levels 1-10 in QFEmirates. If the CbMc is a component of an accredited full degree, it should align with its QFEmirates level. CbMc at levels 1-6 shall be submitted to the National Qualification Centre (NQC) for review, while CbMc at levels 7-10 shall be submitted to the Commission for Academic Accreditation (CAA) for review. The submission shall be made after approval of the Council for Academic Affairs (CfAA) and the Cabinet.
6. If the CbMc is a component of an accredited full degree, the admission shall follow the entry requirements for the full degree program. However, if the CbMc is stand-alone, AU shall formulate detailed admission requirements for the CBMC based on the requirement of its course(s).
7. If a learner is applying for admission to a full degree using stackable CbMc gained from other HEIs, it is up to AU to decide on the minimum number of credit hours to be completed at AU.
8. If the CbMc is a component of an accredited full degree program, the CbMc's delivery mode shall replicate those stated in the full degree specifications. However, if the CbMc is stand-alone, the CbMc can be designed and delivered through e-Learning or conventional modes including blended modes. The delivery mode is subject to approval by the NQC and/or CAA.
9. Course(s) constituting the CbMc cannot include capstone projects and/or internships.
10. Records of CbMc shall be in a digital format to support recognition.
11. CbMc is subject to the same quality assurance standards and evaluation used for conventional qualifications to ensure portability, provide value, and ensure trust in the achieved credentials.
12. CbMc shall be based on assessment methods administered by the University. If the CbMc is a component of an accredited full degree, the CbMc courses shall be assessed by methods within the scope defined in the Program Specification for the full program. However, if the CbMc is stand-alone, the assessment of

CbMc courses shall ensure evaluation of achievement of the specified learning outcomes and is subject to approval by the NQC and/or CAA.

13. Each CbMc shall have clearly defined admission requirements tailored to the content, level, and intended learning outcomes of its courses. The entry criteria for each CbMc will be determined by CbMc-offering college and the approval of the AU Council for Academic Affairs (CfAA).
14. CbMc shall possibly be stackable and recognized towards meeting the admission requirements and studying for an accredited qualification or degree. However, stacking does not create an automatic entitlement to a qualification or a degree, which is awarded based on the review of relevant CbMc by the concerned academic unit in line with the AU policies and procedures. Furthermore, the qualification/degree must be accredited by the CAA.
15. The maximum allowable period between CbMc and its application towards a full degree program shall not exceed five years. This timeframe ensures that the knowledge and skills gained remain current and relevant. Exceptions to this timeframe may be considered on a case-by-case basis, subject to the recommendation of the college dean and approval by the Vice Chancellor for Academic Affairs (VCAA).
16. CbMc shall possibly form part of a claim for Recognition of Prior Learning (RPL) of informal or non-formal learning as mandated by the Advance Standing and Prior Learning Assessment and Recognition (PLAR) policy. The credit hours from RPL shall not exceed 50% for undergraduate level CbMc and 25% for graduate level CbMc total credit hours.
17. CbMc shall not constitute a full qualification/degree.
18. Regular AU students actively enrolled in a given program are eligible to be enrolled in a CbMc simultaneously, on their spare time, provided that they meet the admission criteria for CbMc. However, CbMc courses must not be part of their main regular program to avoid double-crediting. Two separate transcripts shall be issued (i.e. the CbMc transcript should be separate from the regular student transcript and CbMc grades should not be included in the cGPA calculation).
19. A Micro-Master certificate (QFEmirates level 9) can be offered only as part of formal "parent" Master's degree program that has already been accredited by the CAA.
20. The mode of delivery of a Micro-Master shall be the same as the CAA-accredited formal "parent" Master's degree program in order to be accepted as part of the formal "parent" Master's degree program.
21. A Micro-Master certification shall be 40-50% of credit hours of the formal "parent" CAA-accredited Master program curriculum and consist of up to 6 courses with up to 15 credit hours.

CbMc Certification

A learner who successfully completes the CbMc requirements shall be issued with a CbMc certificate and a transcript. The standard elements contained within a CbMc certification must include the following items:

1. Learner name
2. Title of the micro-credential. For CbMc corresponding to QFEmirates level 9, a prefix "Micro" shall be added (Micro-Master)
3. The name, logo and location of Ajman University as the main awarding body, and other partners, if any.
4. Course/Unit Learning outcomes
5. Level of learning outcomes against the QFEmirates

6. Credit value of the CBMC
7. Mode of delivery (on-site, virtual, or blended) and the type of assessment.
8. Quality assurance methods applied to the micro-credential
9. Date of issue
10. Certificate Number (Unique number)

The CbMc certificate/transcript may or may not contain the grade/achievement and stackability options (stand-alone or stackable towards another credential).

CbMc Information to Learners

For any CbMc, the learners shall be provided, in advance and before they apply for CbMc, with the exact program title and level, total credits hours, entry requirements, learning outcomes, CbMc content and workload, delivery and assessment modes, learning pathways, and certification completion requirements. . AU shall provide prospective learners with information about the offered CbMc in a detailed CbMc guide, prepared in accordance with the CAA's Procedural Manual for Lifelong Learning.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	19/04/2023	Initial Policy	Vice-Chancellor for Academic Affairs
V 1.1	30/08/2024	Changes in CbMc principles to address CAA requirements	Vice-Chancellor for Academic Affairs

4. Research and Scholarly Activities



جامعة عجمان
AJMAN UNIVERSITY

AU Research Strategy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies (DRGS)
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2027

Introduction

Ajman University (AU) recognizes the importance of research in driving innovation, contributing to knowledge creation, and addressing pressing challenges. As part of its 2022-27 strategic plan, Ajman University has identified research as one of its key strategic goal, with a focus on developing a vibrant research culture. To achieve this goal, the University's Deanship of Research and Graduate Studies (DRGS) will lead the implementation of a comprehensive research strategy that prioritizes building a strong research infrastructure, fostering a supportive research environment, increasing research productivity and impact, enhancing international collaborations, and supporting graduate research. The University aims to become a hub for high-quality research that addresses local and global challenges and contributes to the country's development.

DRGS Vision

The DRGS will achieve worldwide recognition of excellence for AU graduate programs, research, and scholarly work by providing strategic leadership and comprehensive support to faculty, graduate students, and the external community.

DRGS Mission

The DRGS is committed to promoting excellence in graduate studies and research through its well-defined policies, efficient procedures, and funding mechanisms as well as support for developing effective partnerships and collaborations with academic and non-academic institutions locally, regionally, and internationally.

AU Research Strategy

Ajman University considers research a significant part of University's purpose and accordingly places strong emphasis on impactful research and scholarship. One of AU key strategic goals is to enhance the quality, relevance, and impact of research and intellectual contribution by its faculty and students. AU's commitment to research, scholarship, innovation, and creative activity is reflected through provision of appropriate physical, fiscal, and human resources. The main goals of AU research strategy are to foster a vibrant and stimulating research ecosystem at the University, and to increase the number of faculty members publishing in peer-reviewed high-quality Scopus indexed journals and conferences. The main objectives, as described below, supports and promotes research and scholarly activities directed towards the creation, integration, and application of knowledge:

Nurture and promote a culture of research and scholarly activities across all disciplines at faculty, and student levels.

1. Increase external research partnerships and funding and to establish concentrations of researchers and resources, to develop key research areas of national and international importance in the university.
2. Improve the research infrastructure and resources at AU to promote research across all disciplines.
3. Recruit outstanding graduate students through scholarships.
4. Provide incentives for faculty members to conduct high-quality and high-impact research.
5. Promote principles of sustainability and nurture a culture of the shared responsibility of mankind to preserve planet Earth for future generations.

Considering the importance of the research, AU's Strategic Goal 2: *Enhance research quality and impact* particularly focuses on research and its impact. The main objectives of this strategic goal and key initiatives, in line with the above-mentioned research strategy, are as follows:

Main Objectives	Key Initiatives
[1] Nurture and promote a culture of research and scholarly activities across all disciplines at faculty, and student levels.	• DRGS is committed to supporting and fostering the growth of research within the University through its AU funded internal research grants program. The Internal Research Grants and Multidisciplinary Research Grants provide opportunities for faculty members to develop their research projects and initiatives. University is encouraging multidisciplinary research grants by supporting large scale and higher budget projects in the university. These grants aim to enhance the research productivity and quality of work within the University and create opportunities for collaboration with international universities and research institutions. • The Research Travel Grant (RTG) initiative offered by the DRGS serves as a platform for faculty members to access research resources and facilities not available at AU. This initiative aligns with AU's Strategic Goal #2 of Enhancing Research Quality and Impact by enabling faculty to conduct collaborative research, establish and nurture partnerships with top-ranked international universities and institutes, and increase the likelihood of submitting proposals for external research grants. The RTG initiative aims to promote research productivity at AU and support the development of high-quality, peer-reviewed publications. The grant enables faculty members to travel to partner institutions and use their research facilities and resources, which in turn leads to the establishment of collaborative research projects and a strengthened network with international partners.

Main Objectives	Key Initiatives
	• The Research Release Time (RRT) initiative at AU through the DRGS is aimed at fostering a supportive research environment for its faculty. This initiative aims to increase research productivity and scholarly outputs by providing an opportunity for AU faculty to produce more research outputs that contribute to the mission and vision of the university. • The University is also rewarding faculty members who publish scholarly papers in top indexed journals, with international collaborators and received significant number of citations. This reward system aims to encourage and recognize faculty members who publish in high quality journals and engage in high-impact research collaborations with international partners. • The Graduate Assistantship initiative aims to recruit outstanding graduate students in the graduate programs and to support the growth and development of graduate programs in the university. By offering financial support and opportunities for research and professional development, the initiative seeks to increase enrollment in graduate programs at AU and to produce graduates who are well- informed, creative, and highly skilled. • The Visiting Research Scholar (VRS) Initiative at AU aims to enhance the university's intellectual and research endeavors by attracting exceptional research scholars from around the world. This initiative provides a platform for the university to establish meaningful connections with top- class international researchers and to foster collaborations for joint research projects. • DRGS is promoting research and scholarly activities by supporting faculty publications in open access journals. The goal of this initiative is to increase the visibility, impact, and citations of the research published by AU researchers by making it freely available online.
[2] Increase external research partnerships and funding and to establish concentrations of researchers and resources, to develop key research areas of national and international importance in the university.	• One of the objectives of the research strategy is to increase external research partnerships and funding. The University recognizes the importance of building strong partnerships with external organizations to promote collaboration and advance research and innovation. To achieve this goal, the University has developed a policy and set of procedures for securing external grants and providing faculty with all the opportunities to target external research grants. The University also established Office of International Academic Affairs (OIAA) that support all academic colleges to establish international academic partnerships, assess their

Main Objectives	Key Initiatives
	effectiveness and monitor progress and outcomes of such partnerships. The University provides support to faculty members and researchers in securing external grants and to identify potential partners, and provide necessary training and mentorship to help them prepare competitive grant proposals. The University also provides incentives to faculty members who secure external research grants. • The DRGS is committed to advancing cutting-edge research that addresses pressing global challenges and promotes a culture of academic excellence and identify and develop areas of national and international significance in the university. To achieve this DRGS has established several key initiatives, one of which is the establishment of AU Research Centres. These centres are designed to bring together researchers from a variety of disciplines and backgrounds, fostering interdisciplinary collaboration and knowledge exchange. The objectives of these centres are clear and far- reaching. By identifying and establishing concentrations of researchers and resources, AU aims to develop key research areas of national and international importance, aligning research outputs and efforts of faculty in a focused direction. Additionally, these centres are expected to encourage the pursuit of research excellence in key areas, and boost research productivity at the university.
[3] Improve the research infrastructure and resources at AU to promote research across all disciplines.	• The DRGS is committed to supporting and fostering the growth of research and research infrastructure within the University through its research centres and internal funding programs. AU research centres are instrumental in developing research labs within the university. The internal research grants including multidisciplinary research grants provide opportunities for faculty members to develop their research projects and initiatives. These grants aim to enhance the research productivity and quality of work within the University and create opportunities for collaboration with international universities and research institutions. • Ajman University recognizes that sufficient research budget allocation is crucial to support high-quality research. The University is committed to providing adequate funding to support research, and this budget is used according to well- defined policies and procedures. The budget is allocated based on the guidelines set by the Commission for Academic Accreditation (CAA) and is determined through an inclusive and intensive internal process every academic year at the University. The DRGS ensures that sufficient budget is allocated for all research-related initiatives. The budget

Main Objectives	Key Initiatives
	allocated for research and graduate studies is designed to support a wide range of initiatives, including funding for research projects, conference attendance, publication fees, teaching release, research equipment, graduate scholarships, to name few. The University also encourages faculty members to seek external funding opportunities to supplement the internal funding provided by the University. The budget allocation process is conducted in a transparent and accountable manner, and is designed to ensure that funding is allocated to the most promising research projects and initiatives that align with the University's strategic goals. The budget allocation process is also designed to ensure that the University's funding resources are used efficiently and effectively to achieve the best possible outcomes.
[4] Recruit outstanding graduate students through scholarships	• The Graduate Assistantship initiative aims to recruit outstanding graduate students in the graduate programs and to support the growth and development of graduate programs. By offering financial support and opportunities for research and professional development, the initiative seeks to increase enrollment in graduate programs at AU and to produce graduates who are well-informed, creative, and highly skilled. The objectives of this initiative are twofold: to increase the research outputs of AU and, to provide support to graduate faculty in their research. • The importance of the Graduate Assistantship initiative to the Deanship of Research and Graduate Studies is significant, as it helps to promote the university's graduate programs and attract talented students who are interested in pursuing advanced degrees. Furthermore, by providing support to graduate faculty in their research, the initiative helps to enhance the quality and impact of the university's research endeavors.
[5] Provide incentives for faculty members to conduct high- quality and high-impact research	• DRGS introduced research reward program, that is designed to recognize, reward and provide incentives for the efforts of faculty and researchers at Ajman University who are making significant contributions to academic research. The objectives of this program are to increase the number and quality of AU SCOPUS-indexed papers in leading international journals, to motivate and encourage faculty and researchers to be actively involved in the university's research vision and mission, to promote collaborative research with international partners, and to raise the visibility of research outcomes and increase citations.
	• Ajman University recognizes the importance of external funds and provide incentives to its faculty members and researchers in their pursuit of external research funding as per university approved policies and procedures. • The university also provide support to faculty members by providing research travel grants, attending and presenting papers in conferences and contributing in other expenses such as registration fees for conferences, publication fee for high quality journal papers, etc.

Main Objectives	Key Initiatives
[6] Promote principles of sustainability and nurture a culture of the shared responsibility of mankind to preserve planet Earth for future generations	At Ajman University, promoting principles of sustainability and nurturing a culture of shared responsibility towards preserving the planet for future generations is a key component of AU research strategy. The University recognizes the importance of sustainability and is committed to promoting sustainable practices and behaviors in all its activities. One of the ways the University is promoting sustainability is through the Healthy and Sustainable Building Research Centre (HSBRC). The HSBRC is dedicated to providing high-quality research and studies on how sustainable design, construction, and operations of buildings contribute to the health and wellbeing of occupants. The HSBRC is committed to exploring innovative solutions for creating sustainable and healthy environments that improve the quality of life for people while minimizing the impact on the environment. The HSBRC conducts research on a wide range of topics related to sustainable building practices, including energy efficiency, water conservation, waste reduction, and indoor air quality.

AU regularly evaluates the success of its research strategy on yearly basis. In order to assess the success of its research strategy, AU defines Key Performance Indicators (KPIs), with specific targets, every year. It is important to note that each KPI is linked to the corresponding AU strategic goal. These KPIs will help measure the success of the research strategy and enable the University to monitor progress towards achieving its objectives. The KPIs related to research strategy, like all other KPIs, are assessed at the end of every academic year on the basis of submitted evidence. The assessment of KPIs for DRGS, submission of corrective action plan for unachieved KPIs, and any improvement action plan, are monitored for closing the loop of the assessment cycle, and for continuous improvement, through the Office of Institutional Planning and Effectiveness (OIPE).

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Research Council
V 1.1	20/02/2013	Minor change – framework for planning and research clusters	Research, Information and Training Council
V 2.0	09/04/2017	New Policy	Dean of Research and Graduate Studies
V 2.1	21/10/2018	Minor changes to KPIs	Dean of Research and Graduate Studies
V2.2	30/09/2020	KPIs are removed from the policy	Dean of Research and Graduate Studies
V2.3	30/06/2021	Minor changes – inclusion of sustainability and innovation	Dean of Research and Graduate Studies
V2.4	15/03/2023	The AU research strategy has been updated in line with AU's new strategic plan (2022-2027).	Dean of Research and Graduate Studies

Research Ethics Policy

Policy Owner	Dean of Research and Graduate Studies	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Vice-Chancellor for Academic Affairs	Effective Date	January 2024
		Next Review Date	January 2027

Introduction

Ajman University's Research Ethics Committee (REC) was established in accordance with the approved by-laws of Deanship of Research and Graduate Studies. Its purpose is to ensure that research work involving human or animal objects follows specific ethical guidelines consistent with national and international standards. Ajman University and its researchers are expected to maintain the highest ethical standards and to foster values of honesty, rigor, openness, care and respect. This document explains the mission, responsibilities, and composition of REC and presents guidelines and procedures for obtaining ethical approval of research proposals involving animal or human subjects.

Mission

To provide independent and competent advice to researchers and professionals on the extent to which proposals of research studies comply with recognized ethical standards and accordingly grant ethical approval of research proposals submitted by AU faculty, students and external researchers.

Scope of Responsibilities

The duties of the REC may be outlined as follows:

- Develop and revise guidelines and forms needed for research ethical approval of research proposals applied by Ajman University faculty that contain animal and/or human subjects or involve systematic data collection from human and/or animal subjects using established research methodologies.
- Provide effective systems to ensure that research integrity is implemented, that potential concerns are identified at an early stage, and that enhancement to the research project is provided.
- Promote awareness and understanding of ethical issues and good conduct in research throughout the university.
- Review the latest ethical requirements in research, by following the updated ethics guidelines.
- Review all applications in need of ethical approval and issue approval letters to the applicants that satisfy the research ethical criteria of REC.
- Inspect facilities used for research purposes. Coordinate efforts to establish links with the UAE's Ministry of Education and Ministry of Health.

Composition of the REC

The Research Ethics Committee was formed on the 1st of March 2017 based on the recommendation of the Dean of Research and Graduate Studies and approval of Acting Vice-Chancellor for Academic Affairs. The committee is composed of a minimum of six members nominated by the Dean of the Graduate Studies and

Research. Members of REC shall be renewed or changed every three years. The members of REC reflect a multidisciplinary composition to take into consideration different views. It is composed of:

1. Members from all colleges who have reasonable experience in conducting human/animal research and are acquainted with the international guidelines.
2. Representative from the College of Law to ensure the legal drafting of the committee terms of references and guidelines.
3. Secretary of Deanship of Research and Graduate Studies to help with the coordination between principal investigators and committee members.
4. The REC can form subcommittees to especially assess undergraduate research from Ajman University students. In those cases, additional members will be invited for the particular occasions.

Human Research Ethics

Types of Review

Once submitted to the Research Ethics Committee, an application will undergo an initial risk categorization that will place it under one of the following three categories:

Exempted Status

Narrative reviews are the only type of research that is exempted.

Review Status

All applications that involve animals, humans, human tissue or animal tissue shall undergo full review.

Examples of research studies that would require REC's full review are:

1. Clinical trials of all types. These involve comparisons of interventions of all nature to control groups. Interventions may be procedures, medications, educational programs, etc.
2. Microbiological studies
3. Cell culture studies
4. Material studies
5. Behavioral and survey research (including online surveys)
6. Systematic reviews
7. Epidemiological studies of culture, social issues, prevalence of disease, risk factor analyses, etc.
8. Research studies where vulnerable populations are recruited, e.g. children and people with special needs.
9. Research studies in which persons with limited autonomy are recruited, e.g. prisoners and army personnel.
10. All studies involving genetic analysis.
11. All research where the informed consent has been waived, even when the risk is no more than minimal. Minimal risk is usually defined as risk that is encountered during an individual's usual daily activities.
12. All research involving survey methodology or information to be gathered from human subjects through interviews, focus groups, etc.

What will be reviewed in an application

In undertaking ethical assessment review of research proposals, REC considers the protection of privacy of those participating in the research. It will consider if the research is valid and useful. In establishing research validity and usefulness, the Committee will review the ethics application form and supporting documents for:

- Research question(s) and justification(s).
- Research aims and objectives.
- Methodologies used are appropriate for answering research question(s).
- The profile and experience of investigators fit well with the proposed research needs. (CV required for external co-investigators).
- Participants are adequately informed of participation.
- Participants consented to participation.
- Patient privacy and confidentiality are adequately addressed.
- Research does not pose significant risk (physical, psychological, social, financial) to participants.
- Incentives that may be offered to participants.
- Review and evaluate conflicts of interest that may exist or develop in the course of conduct of the research.
- Sources of funding for the research.
- Plan for reporting unanticipated problems in conducting the research
- Investigators of the submitted project need to consider the phenomena within specific cultural and social context that can be "sensitive". "Sensitive" may be defined to describe private, stressful or sacred, potential fear of stigmatization such as youth studies that reveal illegal behaviour, studies of sub-cultures, studies that may reveal information of a politically sensitive nature that is subject to controversy or social conflict, social issues such as sexuality, suicide, child abuse and death, domestic violence and partner abuse. In order to protect all participants' physical and psychological safety, protocols or guidelines need to be developed at the beginning of the research process to identify and minimize risk. When participating in a research project that is deemed "sensitive" in nature, the REC will ask for clear protocols to be included in research proposals that outline how participants' risk is minimized.

Information sheet

The main purpose of the Information Sheet is to provide participants with a plain language statement that clearly describes the aims of the project and the nature of involvement of participants. Participants should be clearly informed of their rights and any risks associated with participation. The welfare of the participants and respect of the dignity and personal privacy of the individual are main concerns.

The Information Sheet should contain the following:

- The aims of the project.
- A description of what will be required of the participants (include details of amount of time required of participants).
- A statement which addresses confidentiality and security of information. Details of who will have access to personal information and the purpose(s) for which participant information will be used,

- including whether participants would be potentially identifiable in any published material.
- A statement that participation in the research is completely voluntary, that participants are at liberty to withdraw at any time without prejudice or negative consequences, that non- participation will not affect an individual's rights/access to other services/care (e.g. in the case of patients).
- A statement about any potential risks, harms and benefits to participants.
- The contact details of the investigators (and supervisor where the principal investigator is a student) should the participant require further information.
- The contact details of the Head of the Research Ethics Committee should participants wish to make
- a complaint on ethical grounds.
- A statement that there are no financial obligations for participating in the research or its consequences.

Informed consent

- Each research participant should give consent to participate based on the three principles of:
- *Information:* Information has to be understandable to the lay person (6th grade literacy level).
- *Comprehension:* Researchers must ensure participant comprehension of risks and benefits.
- *Freedom:* Participant must be free to make choice, the participant has to fully understand what participation entails, no coercion or influence is placed on the participant, incentives, if given for participants, must be of reasonable value as compensation for time or other logistics, and must not impose pressure on the participants.

Who gives consent?

All participants in research are required to consent to participating. When the individual is incapable of consenting or determining for own self, another person is called upon to provide consent. This is termed surrogate consent.

i. Surrogate consent Surrogate consent is required on behalf of patients:

- Who are under the age of 18
- Who have mental incapacity
- Are not self-legislating (e.g. prisoners, persons in mental institutions)

Who can give surrogate consent?

- A person who has ethical and/or legal right to make proxy judgments and ethical decisions
 - A person who is loving and close to the incompetent person
 - A person who knows the incompetent person well
 - The next of kin such as spouse, son or daughter, brother or sister, among others
- How participants give consent

Participants will give consent by signing the consent form, keeping a copy of the Information Sheet for themselves. In cases where the research involves completing a questionnaire and signing a consent may jeopardize anonymity and confidentiality, completing the questionnaire itself is considered an implied

consent. In this case, a written signature may not be required. In a case of deception study, the consent form has to be completed after the collection of data.

ii. Information to be included

All information in the Information Sheet is required in the consent in addition to

- Title of the project
- Statements of confirmation, such as: "I have been informed of and understand the purposes of the study" and "I understand I can withdraw at any time without prejudice"
- Name of participant, signature and date.
- In case of interventional studies, the signature (and date of signing) of the Principal Investigator involved must be included

iii. Waiving of Consent

In rare cases when consent is not possible or is impractical, REC may waive the informed consent as a requirement. Researchers should present a strong justification for requesting a waiver. A waiver must only be granted if the research being applied for is classified as minimal risk. Examples include:

- Extracted human teeth.
- Emergency settings, in which consent or surrogate consent is not possible.
- Retrospective studies, such as record review and analysis of leftover samples.
- Observational studies where a large number of people as a group is being observed.

Animal Research Ethics

Functions:

REC provides an independent, efficient and timely review of the ethics of the submitted proposals before the start of the study and regularly monitors the ongoing studies. The Committee emphasizes the following principles of animal welfare:

Replacement:

- A technique that can totally avoid or partially replace the use of animals should be used where possible.

Reduction:

- A minimum number of animals necessary to ensure scientific and statistical validity.
- Not to increase the suffering of any individual animal.
- No repetition of experiments, unless essential.

Refinement:

- Ensure correct animals are used.
- Minimal impact on animals – anesthesia and analgesia, etc.
- Death as an endpoint is usually not acceptable.
- Minimize duration

The REC will assess the following review criteria:

1. Approval of scientific review committee and regulatory agencies, where applicable.
2. Assessment of predictable risks/harms to animals. The REC will identify all environmental risks. Possibility of alternative approaches of experimental animals.
3. Protocol and proforma of the study.
4. Plans for data analysis and reporting.
5. Adherence to all regulatory requirements and applicable guidelines.
6. Competence of investigators, research and supporting staff.
7. Facilities and infrastructure in the animal house if required. REC shall also regularly oversee and inspect the housing of the animals and ensure that it is in accordance with the local and international standards. It shall ensure that records are maintained with respect to experiments conducted on animals and the animals assigned to perform experiments are seen correctly before and after tests.

Submission of Applications for New Studies

The Principal Investigator (PI) of the research is the authorized person to submit the research proposal for review to the REC. All research proposals should be submitted with the following documents:

1. A signed and dated application form prepared by the REC
2. Names of the PI and Co-investigators with designations.
3. One-page CVs for the principal, co-investigators, and external investigators.
4. Name of any other Institute (if any), where research will be conducted.
5. Statement to assurance agreement to comply with ethical principles and legal requirements set out in relevant laws and guidelines.

Review Flow Process

On submission of an application, the following steps will be carried out:

4.1. Submission check Submission check will be performed by the committee's secretary, including:

- All information requested in the application form are filled.
- All needed documents are attached, such as the participant information sheet, the informed consent, the research tools (if applicable), the recruitment announcement (if applicable), etc.
- All original documents are in their final format in English and all translations (if applicable) are attached in the participants' native language, free from language mistakes.
- At this point an email will be sent to the faculty submitting the application informing them that the application is complete and that it would undergo the review process by the REC.

Review process

When the application is complete, it is now ready to be reviewed. The review will be performed by committee members on their own first. Then the proposal and risks involved in the project will be discussed among group members, and recommendations will be sent back to the principal investigator for consideration.

Conflict of Interest

In case one of the members of the REC has a conflicting interest such as being the researcher or being a supervisor for the research proposal, he/she shall not participate in the review or approval of the proposal except to clarify some required information by the REC and he/she will not be counted for the final vote for the research proposal.

Independent Consultants

The REC may invite, upon the agreement of committee members, other faculty members to help in the review of specialized research proposals. Additional faculty members are not included in the voting but their presence should be recorded in the meeting minutes.

Meeting Frequency

The REC shall meet in the last week of each month during the academic year; additional meetings are conducted as needed, depending on the number of applications received. The committee secretary (if available) will be responsible for organizing meetings, keeping records and communicating with all concerned persons. He/she will prepare the minutes of the meetings and obtain the approval of the head of the REC before reporting them to the principal investigator.

Deadlines

Proposals should be submitted to the committee two weeks prior to the committee meeting at which the proposals will be reviewed. Applicants shall be notified with REC decision within two weeks of the committee meeting. Researchers are not allowed to begin their study, before getting approval from REC.

Review of Applications of New Studies

Each proposal must be reviewed by members from the REC, and members should be provided with detailed materials describing the research so that each member will be able to discuss the protocol at the meeting.

Research involving other Institutions

Where the proposed research involves Ajman University faculty/staff collaborating with staff in other institutions, it may be required for the research proposal to be evaluated under the ethical review procedures of the other institution. Approvals from other institutions would facilitate approvals by REC but do not replace them.

Applications submitted for projects conducted by investigators from other institutions who wish to conduct their research at Ajman University, require a faculty/staff member from Ajman University to be listed as a collaborator or an investigator on the application.

Voting and Decision-making

All committee members will participate in the voting for the decision about the research proposal unless a member has a conflict of interest. The research proposal shall be approved only if more than 50% of the REC members vote in favor of approving the Protocol. In case of a tie, the decision supported by the head of the committee shall be considered. Meetings may be done at a distance with IT.

For undergraduate research applications, there will be ad hoc committees from each college, assessing the undergraduate student's applications.

Types of Decisions:

- Approval of research: In case the proposal complies with the local and international guidelines and no changes are required, the research may proceed once the PI receives written documentation of REC approval.
- Approval of research with minor changes: In case minor changes are recommended by the reviewers, the head of the committee must ensure that the investigator makes the appropriate changes to the research protocol. The research may proceed after the required changes are verified.
- Deferral: In case that substantive changes are required before the committee's approval. The investigator's response, including any added materials, must be reviewed again by REC.
- Disapproved: In case the proposal requires major changes that require a complete reassessment of the protocol by the investigators, the proposal shall be rejected.

Suspension and termination of research study by REC: The committee can suspend a study at any time if the investigator(s) deviated from the approved proposal without permission from REC.

Appeal of REC decisions: Investigators may appeal the REC's decisions. After the approval of the REC, the investigator may be invited to the REC meeting at which his or her appeal will be considered. Each protocol will be assigned a risk level; minimal risk, greater than minimal risk, or too risky (in the latter case, the protocol will be disapproved) and the follow-up intervals will be determined per the level of risk of the protocol. In general, duration of approval will be a maximum of one year.

Communication of Decisions

A decision of the REC shall be conveyed to the principal investigator in writing within two weeks of the meeting. The decision shall include a clear statement of the REC decision reached, a list of the conditions needed for approval, if any, and justifications of any disapproval.

Investigators' Responsibilities During Conduct of the Study

During the conduct of the study, the investigator shall submit any deviations from the approved proposal, serious and unexpected adverse events, unexpected problems or change of investigators. The REC will determine which of the above can be reviewed by an expedited procedure and which requires full committee review.

After the publication of an article, the author is the sole responsible agent for any queries that may come from external sources; REC and Ajman University are not responsible in this regard.

Research Misconduct

Research misconduct which fits one or more of the following will be considered grounds for denying or revoking ethical approval for the research and considering remedial actions consistent with the degree of misconduct:

- Fabrication: making up results or other outputs (e.g. artefacts) and presenting them as if they were real.

- Falsification: manipulating research processes or changing or omitting data without good cause.
- Plagiarism: using other people's material without giving proper credit.
- Failure to meet ethical, legal and professional obligations: for example, failure to declare competing interests; misrepresentation of involvement or authorship; misrepresentation of interests; breach of confidentiality; lack of informed consent; misuse of personal data; and abuse of research subjects or materials.

Record Keeping and Archiving

The following documents must be kept for a period of five years:

- Minutes of all meetings duly signed by the head of the committee.
- Copy of all correspondence with members, researchers, reviewers and other regulatory bodies.
- All proposal related documents (study projects with enclosed documents).

In case that a researcher decides to withdraw an application after it has been approved, the researcher must issue a written request, and the REC will consider it and archive it in the files.

Annual Report

The REC head with the assistance of the secretary will prepare an annual report at the end of each academic year and submit it to the Dean of Research and Graduate Studies. The report will include the number of applications received, their classifications and the final decisions. The report will also include recommendations made by the committee members for the following year.

Appendices:

All [appendices](#) are available in the Deanship of Research and Graduate Studies. Appendix 1- Human

Research Application

Appendix 2 - Animal Study Application Appendix 3 - Flow Chart

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.1	26/03/2013	Initial policy	University President
V 1.2	25/12/2017	Revised guidelines for research ethics	Dean of GSR
V 1.3	30/09/2020	The policy has been updated	Dean of GSR
V 1.4	30/01/2024	The policy has been reviewed and no changes were made.	Dean of GSR

AU Funded Research Grants Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

1. Purpose

Ajman University offers funded research grants to support research projects across all colleges through a competitive process. These grants are provided under two major categories: Disciplinary or simply Research Grant (RG) and Interdisciplinary Research Grant (IDG). The primary objectives of these research grants are to enhance research productivity at AU, facilitate faculty members in conducting research that results in high-quality peer-reviewed publications (in accordance with AU Guidelines for Research Publication), foster research collaborations with international universities and institutes, and encourage the submission of proposals for external research grants, both within and outside the UAE. It is expected that faculty members who receive RG/IDG funding will utilize it to explore other funding opportunities from industry partners, local government agencies, and international sources such as the EU and the GCC region.

2. Policy Statements for AU Funded Research Grants

1. Eligibility:

- Full-time Ajman University faculty members and research staff working with research centers are eligible to apply for AU funded research grants as Principal Investigator (PI). The adjunct research staff with an active contract with Ajman University are also eligible to apply for AU funded research grant, maximum one per Academic Year, they must have at least one Co-Investigator from research center or Ajman University, who is a full-time faculty or research staff.
- AU research active staff members with a terminal qualification, who have produced at least 3 Scopus indexed articles during the last two years, are also eligible to apply for AU funded research grants.
- In certain cases, external researchers outside AU are also eligible to apply and receive AU funded research grants, subject to the terms and conditions signed by both parties and upon approval from the Vice Chancellor for Academic Affairs (VCAA).
- Applications can be submitted individually or as part of research teams, including interdisciplinary teams.

2. Grant Limitations:

- A faculty member/researcher is awarded only one AU funded research grant during the academic year as a Principal Investigator (PI), except heads of research centers who can be awarded more than one research grant. A second AU-funded research grant can be awarded to an individual as a PI, subject to the approval of the Dean of Research and Graduate Studies, if any of the following conditions are met:
 - o The second project has developed with a collaborating institute from a Top 200 University, as per QS, THE, or Shanghai ranking.
 - o The second project has developed with a collaborating institute with which Ajman University has an active Memorandum of Understanding (MoU). Applicants are strongly advised to check

the MoU status with the Office of International Academic Affairs (OIAA) before submitting additional proposal(s).

- The second project is in Arts & Humanities or Social Sciences and Management, and the project is expected to produce significant Scopus-indexed papers in the relevant journals.
- The total number of grants received by an individual, as a Principal or Co-Investigator shall not exceed 3 in one cycle of AU funded research grants with an exception for the heads of research centers.
- The Dean of Research and Graduate Studies may adjust the number of grants and total funds awarded to any individual based on priorities and the availability of budget. These adjustments will be made in a fair and transparent manner.

3. Project Duration:

- All AU funded research grants have a maximum duration of 12 months.
- The project is considered concluded after the maximum duration or duration specified in the project award notification email/letter, unless an explicit extension is granted by the Deanship of Research and Graduate Studies.

4. Ethical Compliance:

- The Principal Investigator (PI) is responsible for ensuring ethical compliance upon project award.

5. Grant Categories:

- AU funded research grant proposals fall into two categories:

Category-1 (Cat-1):

- Requests for a budget up to 30,000 AED.
- Support is primarily provided for Hourly Paid Research Assistants (HPRA), data collection, licensed software (temporary license), and consumables.
- External peer-review evaluation is not mandatory for Cat-1 proposals.

Category-2 (Cat-2):

- Requests for a budget of more than 30,000 AED (typically up to 75,000 AED). Interdisciplinary research proposals may request budget higher than 75,000 AED.
- Support may include Hourly Paid Research Assistants, software, hardware, data collection, consumables, etc.
- For Cat-2 projects, the maximum budget that is allocated for hourly paid research assistants is limited to 40,000 AED only.
- Cat-2 proposals are expected to demonstrate connection with one or more AU research centers.
- Typically, two external peer-review reports are generally required for Cat-2 proposals.

6. Interdisciplinary Research Grant (IDG):

- Co-investigators in IDG grants are expected to have from multiple disciplines, and proposals clearly define collaboration and integration of expertise across disciplines.

- Project teams must consist of members representing distinct disciplines. Interdisciplinary collaboration is defined as involving expertise from fields that are fundamentally different, such as Engineering and Medicine, or Business and Pharmacy.
- The proposal must clearly define the roles and responsibilities of each team member, specifying their contributions from their respective disciplines. Failure to adequately define the interdisciplinary roles of each team member will result in the proposal being classified as disciplinary rather than interdisciplinary.
- Proposals that do not meet the criteria of cross-disciplinary collaboration will not qualify for IDG consideration and will be processed under standard Internal Research Grant (IRG) guidelines.
- For IDG projects, the typical budget that is allocated for hourly paid research assistants shall not exceed 50,000 AED, however in some cases it may exceed 50,000 AED depending on the scale and scope of the project.

7. Hourly Paid Research Assistants (HPRA):

- PI's who secure AU funded research grants are eligible to select Hourly Paid Research Assistants, both within and outside UAE, if budget to support HPRA is included in the approved budget of the project.
- The maximum per hour payment rate for HPRA is proposed based on qualifications and experience, taking into account the prevailing rates in the market and the level of expertise and efforts required for the research tasks. These rates are subject to review and adjustment by the Deanship of Research and Graduate Studies.
- The maximum per hour payment rate for HPRA varies based on qualifications and experience:
 - o Undergraduate student: 30 AED per hour
 - o Graduate or master's student: 40 AED per hour
 - o Master's degree holder: 50 AED per hour
 - o Doctorate student and post-doctorate: 60 AED per hour
- When including the budget for HPRA in the proposal, the justification section should provide a clear rationale for the requested budget, including the number of hours required, the specific tasks to be performed by the HPRA, and the qualifications and expertise necessary for carrying out those tasks effectively.

8. Grants for New Faculty Members:

- The Dean of Research and Graduate Studies may invite newly hired faculty members starting in the Spring or Fall semester to submit research grant proposals and award limited-budget research grants to them depending on the availability of budget.
- The award is subject to the quality and merit of the research proposal submitted directly to the Deanship of Research and Graduate Studies and the availability of budget.
- Internal or external peer-review may be conducted before making the final decision.

9. Matched Funding Projects:

- The Dean of Research and Graduate Studies may award matched funding research projects to AU faculty members.

- Funding depends on the availability of budget, Memorandum of Agreement (MoA) with collaborating institutes, and the technical merit of the research proposal submitted by the collaborating institutes.

10. Budget and Approval Authority:

- The Dean of Research and Graduate Studies, based on recommendations from the proposal review committee, can recommend approval of a project budget that differs from the budget proposed by the PI.
- The Dean of Research and Graduate Studies has the authority to approve funding for AU funded research grants with a requested budget less than or equal to 75,000 AED.
- For projects where the requested budget exceeds 75,000 AED, approval from the Vice Chancellor for Academic Affairs (VCAA) is required based on recommendations from the Dean of Research and Graduate Studies.

11. Interim Progress Report:

- An interim progress report is required within 6 months from the approval date of the project.
- The Principal Investigator (PI) is responsible for submitting the progress report to the head of College Research Committee (CRC) before the end of the 6-month period or as per the dates advertised by the Deanship of Research and Graduate Studies.

12. Final Detailed Report:

- A final detailed report is a mandatory requirement from the Principal Investigator and must be submitted before the end of the project to the head of CRC or as per the dates advertised by the Deanship of Research and Graduate Studies.
- The final report should discuss the impact of the research, including all outputs such as research papers, submitted external grants, intellectual properties (IPs), inventions, etc., as applicable.

13. Finance Account Closure:

- The PI is responsible for ensuring that all payments related to the project have been completed and processed by the Office of Finance.
- Additionally, the PI is responsible for ensuring that project accounts are closed at the end of the financial cycle of the academic year, typically in July, or as per the dates communicated by the Office of Finance / Deanship of Research and Graduate Studies.

Procedures and Guidelines

Call for Proposals for AU Funded Research Grants

1. The Deanship of Research and Graduate Studies, generally, announces the call for proposal submissions for AU funded research grants at least once, typically in March/April, and at most twice per academic year, contingent upon the availability of the budget.
2. The Deanship of Research and Graduate Studies will announce the call for proposals, application procedure, and deadlines for AU funded research grants through email communication to academic colleges and research centers.

3. College Deans / heads of research centres are responsible to disseminate this information to all faculty members / full time research staff / adjunct research associates/professors and any other eligible personnel within their college/research center.
4. Applicants must submit their AU funded research grant applications according to the specified procedure and before the mentioned deadline in the call for proposals / email from Deanship of Research and Graduate Studies. It is crucial to adhere to the instructions and guidelines provided by the Deanship of Research and Graduate Studies when submitting a research proposal.
5. Any proposal that does not follow the prescribed format or is not submitted using the correct form specified by the Deanship will be automatically disqualified and not being considered for further processing or evaluation.
6. Prior to submitting an application, applicants must seek approval from the Head of Department (HoD) and College Dean (or head of the research center) and declare this approval in the application form.
7. Applicants are strongly encouraged to submit their applications to the AU Research Ethics Committee (AUREC) at the time of submission of proposal, and obtain an Ethical Clearance Certificate before the start of the project to save time.
8. Generally, AU funded research grants commence in October of each year and are automatically concluded by the end of September of the following year. The closure of all financial aspects related to the project is typically scheduled before the end of the university's financial cycle or as specified by the Office of Finance / Deanship of Research and Graduate Studies, which is usually before the end of July each year.
9. All projects will be automatically concluded upon reaching the maximum duration specified in the award email/letter.

Budget Planning

10. Research proposals should NOT include budget allocations for, but not limited to, the following:
 - Purchase of laptops, PC, computers, printers, iPads etc.
 - Expenses to attend and present papers in scientific conferences,
 - Expenses to travel and attend in-person meetings,
 - Expenses to attend project meetings and any other international travel,
 - Publication charges (e.g. APC), editing fees, translation costs etc.,
 - Purchasing stationery, cost of printing or similar expenses.

It is important to note that conference travel and publication charges, as applicable, should be accounted for separately and not included in the research proposal budget.

11. The research proposal may include a budget for Hourly Paid Research Assistant (HPRA). The HPRA can be selected locally or internationally.
12. The maximum budget allocated for hourly paid research assistants is 30,000 AED per project per academic year for Cat-1, 40,000 AED for Cat-2 projects with an exception for Interdisciplinary projects where a higher budget can be allocated for HPRA.
13. The research proposals may include a budget specifically designated for data collection, field testing, and related activities. The allocated budget under this category is not applicable for any international travel for field testing or data collection.

Peer Review Evaluation of Proposals

14. The Deanship of Research and Graduate Studies shall adhere to systematic, transparent, and standardized procedures for evaluating submitted proposals and awarding or recommending research grants for approval to the Vice Chancellor for Academic Affairs.
15. The Deanship of Research and Graduate Studies will arrange independent, transparent, and confidential external peer reviews for all proposals with a requested budget exceeding 30,000 AED. The selection of reviewers by the Dean of Research and Graduate Studies is based on several criteria, including but not limited to: Expertise of reviewer in the specific research area, Impartiality of reviewers ensuring impartial and unbiased evaluations, publications and track record of reviewer in their respective fields.
16. In certain cases, the Dean of Research and Graduate Studies may seek nominations from members of the review committee or other experts in the field.
17. The Deanship of Research and Graduate Studies may acquire more than two external review reports for some projects in certain cases.
18. For proposals with a requested budget equal to or less than 30,000 AED, internal assessment and evaluation from the proposal review committee is required. The Dean of Research and Graduate Studies has the authority to send them for additional confidential peer review, whether it be an internal or external review, in certain cases.
19. Each external reviewer shall receive an honorarium, determined by the Dean of the Research and Graduate Studies. The honorarium amount is expected to align with regional and local practices.
20. After receiving all internal and external review reports, the Dean of Research and Graduate Studies will form an ad-hoc proposal review committee comprising most or all council of research members and may include additional senior faculty members as invited by the Dean of Research and Graduate Studies.
21. The review committee will review all proposals, hold highly confidential meeting(s) chaired by the Dean of Research and Graduate Studies, and provide recommendations to the Dean of Research and Graduate Studies for approval.
22. Priority will be given to the following research proposals:
 - Those with high potential for publication in journals with high impact factors or of high-quality category (such as AU A* or A), as defined in the AU Guidelines for Research Publication.
 - Proposals that are likely to secure external funding soon.
 - Proposals that align with the strategic research direction of the college and directly contribute to AU research center(s).
 - Proposals led by Principal Investigators (PIs) with a successful track record of completing previous funded research grants, including AU funded research grants.
 - Research proposals with a requested budget of less than 30,000 AED.
 - Proposals focusing on significant research areas for the Emirate of Ajman, UAE, and the Arab region.

Approval and Funding Decision

23. Approval of AU funded research grants is contingent upon the peer review process (internal or external), recommendations from the review committee, and the availability of funds. Once the

review process is completed and the review committee has provided their recommendations, the decision of the Dean of Research and Graduate Studies is considered final. No rebuttal of the decision is allowed, and the DRG's decision based on the recommendations of the review committee is considered conclusive without any further opportunity for rebuttal or appeal.

24. For research projects with funding requirements exceeding 75,000 AED, the Dean of Research and Graduate Studies will forward the proposal along with committee recommendations to the VCAA for a final decision.
25. The Deanship of Research and Graduate Studies will inform all applicants of the final decision on their proposals. Applicants will be notified of the outcome of the review process, whether their proposal has been approved or not, and any relevant feedback or recommendations provided by the review committee, as applicable.
26. The notification of award email from the Deanship of Research and Graduate Studies will clearly define the total approved budget and the budget allocation in each category, such as hardware, software, data collection, and Hourly Paid Research Assistants. The approved budget may be different than the proposed budget in the proposal.
27. Upon the approval of an AU funded research grant, the Principal Investigator (PI) will be given the opportunity to accept the grant by submitting an undertaking to the Deanship of Research and Graduate Studies. The PI has the option to either accept or reject the grant.
28. If the PI chooses to accept the AU funded research grant, it implies their commitment to the project, and the approved budget and project team are considered final. Any changes to the budget (including budget categories as mentioned in the award email) or project team must obtain prior approval from the Dean of Research and Graduate Studies. No changes can be made without proper authorization.
29. This notification of award email serves as the official commencement of the project.
30. Upon acceptance of AU funded research grant by the PI, the Deanship of Research and Graduate Studies will request Office of Finance to open an account and assign a unique Finance reference number to each awarded research grant. The Deanship of Research and Graduate Studies reference number and finance number must be used in all future project-related correspondence. The initial budget balance for this account is the research budget approved by the Deanship of Research and Graduate Studies for the accepted proposal.
31. The finance reference number will be communicated to the PI by the Deanship of Research and Graduate Studies shortly after receiving the undertaking from the PI.
32. The PI should reference this account number in all correspondence with the Office of Finance through the college secretary or Deanship of Research and Graduate Studies coordinator.

Hourly Paid Research Assistants (HPRA)

33. PIs should select HPRA as soon as possible, if included in the approved budget, by submitting a request to the Deanship of Research and Graduate Studies using the HPRA selection form as provided by the Deanship of Research and Graduate Studies.
34. The Deanship of Research and Graduate Studies strongly encourages the selection of AU students and alumni as hourly paid research assistants (HPRA) in internally funded projects.
35. Hourly paid research assistants CANNOT be:
 - AU full-time faculty members.
 - Full-time research staff at research centres of Ajman University.
 - Anyone listed as one of the Co-Investigators (Co-I) of the project.

36. The principal investigator and co-investigators are not eligible for any financial compensation.
37. The principal investigator is responsible for selecting the hourly paid research assistant in consultation with the project team, as applicable, considering the requirements of the research project and the tasks to be accomplished. Once the selection is made, the PI must submit the HPRA selection form to the Deanship of Research and Graduate Studies for approval.
38. The Dean of Research and Graduate Studies will review the selection form submitted by the PI and, upon approval, will sign and return the form to the PI. Once the signed HPRA selection form is received by the PI, it indicates that the HPRA is approved for the project and can commence work.
39. It is important to note that HPRA shall not commence work on the research grant until PI have obtained the approval from the Deanship of Research and Graduate Studies. Failure to obtain approval prior to commencing work will result in non-payment for the hours worked during that period.
40. The recommended working hours for the hourly paid research assistant is typically 20-30 hours per week. The actual number of working hours per week or rate per hour may vary during the execution of the project depending on the nature of the project and the research work involved, as long as HPRA payments do not exceed the total budget approved for the HPRA.
41. The Deanship of Research and Graduate Studies and the university do not directly participate in the selection and management of hourly paid research assistants. The Deanship of Research and Graduate Studies will communicate with the Principal Investigator regarding all aspects related to the research grant and HPRA. It is the sole responsibility of the PI to select the HPRA(s), monitor and regularly evaluate their performance.
42. Once the assigned tasks of the HPRA are successfully completed, the PI should submit an HPRA payment form to the Deanship of Research and Graduate Studies, following the approved budget. It is recommended to submit payment release requests regularly, preferably every 2-3 months, as applicable. The project's finance account must be closed by the specified deadline mentioned in the notification of award email.
43. The Office of Finance is responsible for making payments to the HPRAs. Payments will be processed only after the PI signs and submits an HPRA payment form to the Deanship of Research and Graduate Studies for the release of payment. Upon verifying the availability of funds in the project, the Deanship of Research and Graduate Studies will forward the request to the Office of Finance to release payment and is not directly involved in the release of payment. All payment related matters shall be handled by the Office of Finance.
44. The PI must ensure that the HPRA is aware of all relevant policies and procedures, including but not limited to Deanship of Research and Graduate Studies policies, AU authorship policy, intellectual property (IP) guidelines, etc. The HPRA is expected to abide by all rules and regulations of AU, including those related to research work, policies and procedures, intellectual property, and patents.
45. In the event of unsatisfactory performance, the PI must provide a written notice to the HPRA, terminate their assignment, and promptly inform the Deanship of Research and Graduate Studies.

Project Deliverables

46. Interim progress report and final report must be submitted by the principal investigators, as detailed in the AU Funded Research Grant Policy document.
47. The head of the College Research Committee (CRC) review such reports with the help of CRC, and providing recommendations to the Dean of Research and Graduate Studies while cc'ing the college Dean.

48. All Category-1 projects are required to result in the publication of at least one Scopus-indexed Q1 or Q2 journal article in the relevant discipline within 12 months following the official conclusion of the project. The publication must include proper project acknowledgment.
49. Category-2 projects must produce a minimum of two Scopus-indexed Q1 or Q2 journal articles, acknowledged appropriately, within 12 months after the project's conclusion.
50. For projects exceeding the budget of Category-2 grants, the publication requirement will scale accordingly.

Acknowledgment in Research Publications

51. PIs must ensure that all research publications resulting from the project acknowledge the AU funded research grant and support received from Ajman University.
52. Failure to acknowledge the grant affect the recognition of the publication as an outcome of the project and may impact success of the future AU research grant applications.
53. The PI may use the following or a similar statement for acknowledgment:

"This [Article/Paper/Report etc.] was supported (or partially supported) by Ajman University Internal Research Grant No. [DRG Ref. Number]. The research findings presented in this [Article/Paper/Report, etc.] are solely the responsibility of the author(s)."

Project Progress and Termination Policy

54. The Principal Investigator is responsible for monitoring and ensuring consistent progress of the project throughout its duration. If the PI intends to terminate the project, a formal termination request must be submitted to the Deanship of Research and Graduate Studies within 6 months from the official project start date, with a detailed explanation for the request. Termination requests will not be considered if:
 - a. The request is made after 6 months from the start date.
 - b. More than 50% of the project budget has been spent at the time of the request.

Conflict of Interest

55. AU employees involved in internal or external research grants or consultancies should not have any financial or other interests, direct or indirect, that conflict with their assigned duties at AU.
56. Examples of conflicts of interest include selecting relatives, providing benefits to personal businesses, engaging in transactions with businesses in which there is a financial interest, and using AU laboratories or facilities for personal or commercial activities.

Procurement related guidelines

57. Principal Investigators are strongly encouraged to define their procurement requirements ASAP, obtain quotations, and submit and receive related approvals through their college secretaries within 30 days of receiving the notification of award email, as applicable. This is crucial to prevent any delays in the procurement of equipment by the Office of Procurement.
58. It is imperative that any hardware, software, equipment, or other purchases made under these research grants are consistently kept within the premises of the AU campus. Once the project is completed, the Principal Investigator is responsible for returning all hardware, software, equipment, and other relevant items to the respective research center and inform Deanship of Research and Graduate Studies.

Finance related Guidelines:

59. Principal Investigators of all AU funded research projects

- should seek advice and guidance exclusively from the relevant offices, namely the Office of Finance and Procurement, for all matters related to finance and procurement requirements of the project
- must adhere to the policies and procedures of the Office of Finance, Office of Procurement, and any other relevant office. In case of any confusion or need for clarification, they are strongly advised to directly contact the relevant office.

60. Cash Advance

- After deducting the approved budget for HPRAs and the equipment/parts to be procured through the Office of Procurement, any remaining balance can be requested by PI as a cash advance, if necessary. The principal investigator is eligible to receive a cash advance of up to 10,000 AED, depending on the available balance, at any point during the research project.
- This cash advance will be treated as a temporary loan and should be repaid by the PI upon submission of tax invoices along with receipts for the project-related expenses. It is important to submit the invoices promptly to the Office of Finance through the college secretaries.
- The closing of all finances related to the project, is typically before the end of the university's financial cycle or as specified by the Deanship of Research and Graduate Studies, which is typically before the end of July each year.
- The cash advance provided to the principal investigator can be utilized for the procurement of equipment, components, consumable materials, software, and other necessary items within the approved budget and in adherence to the procedures outlined by the Office of Finance and Procurement. However, it is important to note that the cost of each purchased item should not exceed 1,000 AED. The Office of Finance will not accept individual receipts that exceed this amount.
- In the case of items with a cost exceeding 1,000 AED or those classified as fixed assets, the procurement process will be managed by the Office of Procurement. The Principal Investigator may be required to obtain three quotations, and submit a formal request through the Dynamics system, through the college Secretary.

61. Prior to initiating any field testing or data collection activities, it is imperative that the PI consults with the Office of Finance and seeks their guidance regarding cost reimbursement. It is strongly advised that all PIs proactively seek advice from the Office of Finance before commencing any field testing or data collection, ensuring adherence to proper financial procedures and protocols.

62. The Deanship of Research and Graduate Studies recommends that all PIs keep a copy of all submitted receipts for their records.

63. The research grant account will be closed upon the completion of the project or as per the dates communicated by the Deanship of Research and Graduate Studies. It is important to adhere to the specified timelines and guidelines provided by the Deanship regarding the closure of the financial account of the research grant.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	04/2017	New policy	Dean of Research and Graduate Studies
V1.1	01/10/2020	Updated policy	Dean of Research and Graduate Studies

V1.2	11/10/2023	Changes in eligibility criteria and terminology Imposition of a limit on the total number of grants per faculty Mandatory approval from Research Ethics Committee	Dean of Research and Graduate Studies
V1.3	30/05/2025	The policy update allows AU researchers to receive a second grant for projects with Top 200 Universities or in Arts & Humanities or Social Sciences and Management, provided they yield significant Scopus-indexed papers. ARA/P researchers are now eligible to apply for AU-funded research grants. Budget limits for Category-1 and Category-2 projects have been increased, along with revised maximum payments to HPRA. Interdisciplinary project guidelines have been updated, and minimum research output expectations and timelines are now defined for each category. AU-funded grants may be awarded to external Principal Investigators (PIs) with VCAA approval. Ethical requirements and project termination timelines have also been revised.	Dean of Research and Graduate Studies

Research Travel Grants Policy

Policy Owner	Vice-Chancellor for Academic Affairs (VCAA)	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

The Research Travel Grant (RTG) aims to provide faculty members at Ajman University (AU) with the opportunity to access research resources, including research facilities, equipment, hardware, and other resources, that are not available within the University. By doing so, the RTG seeks to enhance research productivity at AU by supporting faculty members in conducting collaborative research that leads to high-quality peer-reviewed publications, in alignment with AU Guidelines for Research Publication. Additionally, the RTG strives to facilitate the establishment and nurturing of research collaborations between AU and top ranked international universities/institutes. Furthermore, it aims to assist faculty members in submitting proposals for external research grants, both within and outside the United Arab Emirates (UAE). It is anticipated that faculty members receiving the RTG will leverage the funding to explore additional funding opportunities from industry sources, local government agencies, and international sources such as the European Union (EU) and the Gulf Cooperation Council (GCC) region.

Scope

AU faculty and staff involved in research and scholarly works.

Policy Statements

1. All full-time faculty members at Ajman University (AU) holding an academic rank of Assistant Professor or above are eligible to apply for research travel grants. However, new faculty members must have completed probation, at the time of application, at Ajman University before becoming eligible to apply.
2. Faculty members who are eligible to apply for research travel grants utilize such grants for travel purposes exclusively once during each academic year. This policy ensures equitable opportunities for all eligible faculty members to benefit from these grants, promoting fairness and efficient allocation of resources.
3. The total budget allocated for the RTG award should not exceed 15,000 AED. The specific amount of the award will be communicated in the acceptance notification email/letter.
4. The RTG funding will cover expenses such as economy class return airfare (if applicant is not travelling to his/her home country during the summer), visa costs (if applicable), bench fees (if applicable), and accommodation costs (if applicant is not travelling to his/her home country), in accordance with the AU Business Travel policies. It is permissible to include a request for the purchase and use of consumables in the application, provided the total budget does not exceed 15,000 AED and is justified appropriately. If applicant is travelling to his/her country during the summer, but in a different city of his/her registered residence, than only air-fare from applicant city of residence to other city, and accommodation can be supported by the AU.
5. It is important to note that the RTG funding specifically covers the expenses mentioned earlier and does not provide a per diem to the awardee. Therefore, faculty members should be aware that they

are responsible for covering other costs associated with their travel. These costs may include local transportation, meals, beverages, vaccinations, any additional insurance, and any additional accommodation expenses that exceed the approved budget.

6. Travel funded by the RTG must be completed within the academic year for which the grant is awarded. It is important to plan and schedule the travel accordingly to ensure that it falls within the specified academic year. Any unused funds or uncompleted travel beyond the designated period may result in the forfeiture of the grant.
7. The applicant must not be receiving financial support from any other source for the proposed travel. If they are receiving such support, they are required to disclose it in the application form.

Procedures and Guidelines

1. The Deanship of Research and Graduate Studies typically announces two calls for proposals for Research Travel Grants (RTG) each academic year. These calls are referred to as Phase-I and Phase-II. Phase-I is specifically for travel during the winter or April break, while Phase-II is designated for travel during the summer. Faculty members are encouraged to carefully review the guidelines and deadlines associated with each phase and submit their proposals accordingly.
2. Ajman University shall not be held accountable for any wrongful acts committed by the faculty member during their visit to the partner institute, nor for any legal, health, accident, emergency, or other matters that may arise during the course of the visit. It is the responsibility of the faculty member to comply with all laws, regulations, and policies of the host institution and country and to ensure their own safety and well-being during their stay. AU strongly advises faculty members to familiarize themselves with the policies and guidelines of the partner institute and to obtain appropriate insurance coverage to mitigate any potential risks or liabilities.
3. It is essential to select the travel dates for the RTG in coordination with the Head of the Department and the College Dean. Applicants must ensure that their visit does not conflict with their teaching or other responsibilities within the college/University. If there is a need to modify the proposed travel dates, applicants must promptly inform the College Dean and obtain their approval before making any changes. It is crucial to maintain open communication and obtain the necessary permissions to ensure a smooth integration of the travel with the faculty member's existing commitments.
4. When evaluating research travel grant applications, the following criteria may be considered among others:
 - a. Reputation of the host institute, such as top-ranked institutions according to the latest QS, THE, or Shanghai International University rankings.
 - b. Quality of the research proposal/project.
 - c. Nature of the work to be undertaken during the visit.
 - d. Justification for the visit.
 - e. Expected outcomes, such as the potential to submit external research grant proposals within a year of the visit or expected publications in Scopus-indexed or prestigious journals.
 - f. Track record of the applicant and host related to the proposed research work.
 - g. Likelihood of establishing or significantly strengthening an ongoing international collaboration as a result of the research travel grant.
5. The visiting faculty member may maintain the same medical insurance provided by the University, as per the terms and conditions set by the medical insurance provider. However, it is the visiting faculty member's full responsibility to purchase any additional insurance required in the country they are

visiting, especially if the research work in the host country involves the use of chemicals or other high-risk materials or activities.

6. The Deanship of Research and Graduate Studies will follow systematic, fair, and uniform procedures to evaluate the submitted proposals and award research travel grants.
7. Generally, the award of research travel grant is subject to recommendations from the council of research and contingent upon the availability of funds. The Dean of Research and Graduate Studies has the authority to send the proposal to additional internal/external experts for additional confidential review, if necessary.
8. The Dean of Research and Graduate Studies has the authority to award RTG with an approved budget that may differ from the one proposed by the applicant and/or recommended by the Council of Research (CoR).
9. The applicant must obtain prior approval from the Deanship of Research and Graduate Studies for any significant changes to the approved travel plan, such as changes in the research plan or duration of the visit.
10. The awardee must ensure that all research publications resulting from the visit acknowledge the RTG and support from Ajman University. Failure to acknowledge the research travel grant will result in the publication not being considered as an outcome of the research travel grant and may impact future applications. The PI may use the following or a similar statement for acknowledgment:

"This [Article/Paper/Report, etc.] was supported by Ajman University Research Travel Grant No. [DRG Ref. Number of the Grant goes here]. The research findings presented in this [Article/Paper/Report, etc.] are solely the responsibility of the author(s)."

RTG Deliverables

11. The awardee is required to submit a comprehensive report to the College Research Committee within one month after completing the visit, using the template provided by the Deanship of Research and Graduate Studies. This report should include a future work plan and expected outcomes within six months.
12. Upon returning, the awardee should submit a draft version of a news item (1-2 pages) to the Deanship of Research and Graduate Studies, which should include all travel details (partner institute information, rankings, laboratory details, dates, summary of activities, etc.). The submission should also include high-resolution pictures and/or videos for the news, as appropriate.
13. It is expected that these visits will result in research outcomes, such as joint publications in Scopus-indexed journals or the potential to submit external research grant proposals within 6 months of the visit.
14. Within six months, the awardee should inform the Deanship of Research and Graduate Studies (with a copy to the head of CRC and college Dean), providing an explanation of the travel's impact, progress made, and research outcomes to complete the feedback loop.

Conflict of Interest

15. AU employees awarded research travel grants must not have any financial or non-financial interests, whether direct or indirect, or engage in any business or activity that conflicts with their assigned duties at AU.

Relevant Procedures

16. Once the call for proposals is announced by the Deanship of Research and Graduate Studies, college Deans will be responsible for disseminating this information to all faculty members and relevant personnel within the college via email.

17. It is imperative that all applications for research travel grants adhere to the procedures delineated in the call for proposals and are submitted within the designated timeframe. It is crucial to note that failure to comply with the provided instructions or incomplete application will result in automatic disqualification of the application from further consideration.
18. Prior to applying for a research travel grant, applicants must obtain approval from the College Dean, which should be declared in the application form. Applicants are also required to attach all necessary documents as stated in the application form, such as a letter of invitation from the host institute.
19. Incomplete applications received after the given deadline will be automatically disqualified and will not be considered for further processing. Therefore, utmost attention and care should be given to ensure that all requirements are met to maximize the chances of a successful application.
20. Taking into consideration the feedback from the Council of Research (CoR), the Dean of Research and Graduate Studies will make funding decisions for the proposals and inform all applicants via acceptance/award emails/letters. These notification emails will be copied to the head of CRC, college Dean, college Secretary, VCAA, Office of Finance, Office of Audit, and Office of Community Engagement.
21. For successful applications, the notification of approval email/letter will indicate the total approved budget and the approximate budget allocation for each category (e.g., airfare, visa, accommodation, etc.). Any additional expenses exceeding the approved budget may be deducted from the faculty member's salary.
22. The Office of Community Engagement will arrange the necessary travel logistics, including:
 - a. Assisting with obtaining an entry visa, if applicable.
 - b. Arranging a return economy class air ticket in accordance with AU's business travel policy, (if applicable, please refer to policy statements)
 - c. For RTG, the awardee may book accommodation by himself/herself. The accommodation cost can only be fully or partially reimbursed (or booked by AU Office of Community Engagement) if the awardee is not traveling to their home country/city. The cost of accommodation can be reimbursed based on actual booking and payment receipts, provided that the total cost (including airfare, accommodation, bench fee, consumables, etc.) does not exceed the approved budget and the maximum limit set by the policy. The awardee should send a request by email to Office of Community Engagement, attaching a copy of the approval email from Deanship of Research and Graduate Studies and providing travel dates and documents for visa assistance, if applicable.
23. Travel grants do not cover per diem, food, local travel or any other expenses.
24. During the travel, the awardee is expected to capture appropriate pictures/videos and submit a news item to the Deanship of Research and Graduate Studies secretary upon return.
25. Upon returning, faculty members should submit the following:
 - a. Within one month of the visit, a detailed visit report (as described in the deliverables) to the head of CRC. The head of CRC will review the report within the CRC and forward it to the Deanship of Research and Graduate Studies (with copies to the relevant Head of Department and college dean). The Head of Department and College Dean may send additional comments directly to the dean of DRG if necessary.
 - b. Within one month of the visit, a draft version of the news item (as explained in the deliverables), along with pictures and videos if possible. The DRG will forward the news item to the marketing team for editing and publishing on social media and other suitable channels.



- c. After six months of the visit, a short report or email directly to the Deanship of Research and Graduate Studies (copied to the head of CRC and college Dean) explaining the impact of the travel and the outcomes (as described in the deliverables).

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	04/2017	New policy	Dean of Research and Graduate Studies
V 1.1	30/09/2020	Updated policy	Dean of Research and Graduate Studies
V 1.2	11/10/2023	Minor general changes	Dean of Research and Graduate Studies

External Funded Research Grants Policy

Policy Owner	Vice-Chancellor for Academic Affairs (VCAA)	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

Ajman University considers external research funding as one of the crucial performance indicators of its research and an important quality measure. The aim of this document is to define the policy related to the submission and administration of externally funded research projects.

Policy Statements

1. All faculty members are encouraged to seek external research funds. Such grants shall be recognized in the annual assessment/appraisal of faculty members.
2. The researcher(s) may get teaching release time in their teaching load per semester, for the duration of project, by paying the University, through an external research grant (faculty buy-out time), an amount corresponding to the teaching load, as determined by the University relevant policies and procedures. This amount shall be based on the ratio of required release time and the full-time teaching load per semester for the concerned faculty member.
3. Priority will be given to faculty members for the research release time who have successfully secured external research grants, during the execution of project.
4. Ajman University has the right to receive compensation to cover direct and indirect expenses associated with the project, in accordance with the rules and regulations of the funding agency and AU policies. These expenses encompass various aspects, including but not limited to the overhead cost for human resources, library resources, laboratories, facilities, and other necessary infrastructure. The Principal Investigator (PI) is responsible for including this compensation amount in the proposed budget, and the final budget will be submitted to the funding agency with the agreed-upon compensation included.
5. The Principal Investigator (PI) has the primary responsibility for the execution of the research project and for submitting all reports, as set out in the research contract or grant agreement. All requests to the respective College for personnel and purchasing/lease actions for equipment, goods, and services related to the execution of the research project must be initiated by the PI in compliance with AU Policies and Procedures.

Procedures and Guidelines

1. Ajman University is committed to facilitating the process of acquiring research funds from external agencies or alternative sources through the dedicated support of the Deanship of Research and Graduate Studies (DRG) and other pertinent offices.
2. The Deanship of Research and Graduate Studies is dedicated to fostering effective communication and cultivating strong partnerships with a wide array of national, regional, and international funding agencies and organizations. Through proactive engagement and collaboration, the Deanship of Research and Graduate Studies strives to establish and nurture these connections, opening doors to potential funding opportunities for our esteemed researchers.

3. The Deanship of Research and Graduate Studies is committed to keeping faculty members well-informed about upcoming research grant opportunities through timely and informative email communication. Faculty members will receive updates regarding the availability of grants, along with relevant details such as application deadlines.
4. For externally funded projects, AU researchers are required to include, if permitted by the funding agency, provisions for compensating their own time and effort, as well as that of any supporting Ajman University (AU) staff or faculty involved in the project. Additionally, appropriate consideration should be given to incorporating indirect costs associated with the project. It is essential to align with the guidelines and regulations set forth by the funding agency, ensuring transparency and fairness in accounting for the various resources and contributions necessary for the successful execution of the research endeavour.
5. The Deanship of Research and Graduate Studies provides support to faculty members throughout their application processes as per their request. Accordingly, the Deanship of Research and Graduate Studies will either provide or assist faculty members with the necessary support letters to accompany their applications, whenever applicable.
6. The Deanship of Research and Graduate Studies is entrusted with the responsibility of identifying the appropriate individual who will be responsible for signing agreements related to externally funded research projects. This determination is made in strict adherence to all relevant University policies, including those governing intellectual property rights.
7. It is imperative that faculty members who plan to apply for an externally funded research grant inform the Deanship of Research and Graduate Studies in advance of their submission and maintain regular communication with the Deanship of Research and Graduate Studies throughout the entire process. This proactive communication enables the Deanship of Research and Graduate Studies to provide appropriate support, guidance, and oversight to faculty members during their grant application journey.
8. Deanship of Research and Graduate Studies has the responsibility for the administrative oversight of the externally funded project that results from successful proposals (post-award). This includes facilitation of necessary support in procedures related to procurement, hiring, management of funds in compliance with AU Policies and Procedures.

Procedures related to External Research Grants Pre-Award

9. If an Ajman University (AU) faculty member or researcher is listed as a co-investigator in an externally funded research grant proposal, it is crucial for the AU researcher to promptly notify the Deanship of Research and Graduate Studies about the grant. The AU researcher should provide the Deanship of Research and Graduate Studies with a copy of the grant proposal, CC to the College Dean/Head of the research center, and the Head of the College's CRC. This communication ensures that the DRG is made aware of the AU researcher's involvement in the externally funded project, facilitating coordination, support, and tracking of research activities within the University.
10. To initiate the process of applying for an external research grant as a Principal Investigator (PI), faculty members are encouraged to submit an expression of interest to the Dean of Research and Graduate Studies. This expression of interest, preferably conveyed via email and copied to the College Dean and Head of the relevant department or research center (CRC), should clearly indicate the faculty member's intention to submit a proposal for an external research grant. Furthermore, the faculty member should provide pertinent details regarding the specific call for proposals and propose a timeline for the submission. This proactive communication allows the Deanship of Research and Graduate Studies and relevant academic stakeholders to be informed and prepared to provide necessary guidance and support throughout the grant application process.

11. In most cases, the external funding agency will provide a proposal template for prospective PI's to use. However, if such a template is not readily available, the prospective PI may request a template or seek advice from the Deanship of Research and Graduate Studies.
12. Faculty members are responsible for preparing their research proposals, including a suggested budget, and engaging in effective communication with research collaborators, as applicable. The proposed budget must encompass both direct and indirect costs, considering recent quotations for necessary equipment, hardware, software, hiring staff and services. Additionally, faculty members may reach out to relevant offices at AU to estimate and incorporate the cost of their time (as applicable), the cost of utilizing AU facilities and labs, and payment rates for research assistants, as required.
13. To initiate the formal submission process, the faculty member send an email to the Dean of Research and Graduate Studies, CC to the College Dean/Head of Research Centre/CRC. The email should include the following attachments:
 - a. Summary proposal or full copy of the proposal: The faculty member must attach either a concise summary proposal or the complete copy of the research proposal, depending on the requirements specified by the funding agency
 - b. Proposed preliminary budget (if not included in the proposal): If the initial proposal does not include a detailed budget, the faculty member should provide a proposed preliminary budget as a separate attachment.
 - c. Support letter from partner institute (as applicable): If the research project involves a collaboration with a partner institute, a support letter from the partner institute, duly signed, should be attached to the email.

It is important to submit this request well in advance, allowing sufficient time for the Deanship of Research and Graduate Studies to process the submission, provide required signatures, or offer guidance to the PI in obtaining necessary signatures or support letters from the University.

14. Faculty members bear the responsibility of keeping the Deanship of Research and Graduate Studies informed about the progress of their research proposals. It is crucial for faculty members to maintain open and regular communication with the Deanship of Research and Graduate Studies, providing updates on the status of their proposals, any revisions or modifications made, and important milestones achieved.
15. Once the proposed project has been awarded external funding, it is essential that the Principal Investigator promptly inform the Deanship of Research and Graduate Studies about the grant's approval. This notification should be sent by the PI, with copies sent to the College Dean, Head of Department (HoD), and any other relevant departments involved. Additionally, the PI should submit an external grant record form to the Deanship of Research and Graduate Studies, providing comprehensive details of the awarded grant. This process ensures that the Deanship of Research and Graduate Studies is informed of the successful grant acquisition and enables them to maintain accurate records of the external funding received by the University.

Post-Award

16. When the research grant is awarded, the Deanship of Research and Graduate Studies will issue a Project number and liaise with the Office of Finance to open an account and provide PI the respective reference number(s).
17. Any correspondence proposing modification of the terms or conditions of a contract or grant, including changes in the scope of the work or the period of performance, or an increase or decrease in the total estimated costs, or change in the Principal Investigator(s) will be forwarded to the Deanship of Research and Graduate Studies, with an endorsement of the college Dean. If such modifications require an amendment to the research agreement or contract, such an amendment will be reviewed by the

DRG Deanship of Research and Graduate Studies with support from respective offices, and submitted for University approval to VCAA and communicate to the sponsor.

18. At the conclusion of the project and after submission of the final report, the Deanship of Research and Graduate Studies will coordinate with the relevant offices closure of the project fund and the refund and/or utilization of any remaining balance in consistency with the research contract or agreement.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	04/2017	New policy	Dean of Research and Graduate Studies
V1.1	30/09/2020	Updated policy	Dean of Research and Graduate Studies
V1.2	11/10/2023	Minor general changes	Dean of Research and Graduate Studies

Research Centers Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

1. Purpose

The aim of Research Centers is to establish concentrations of researchers and resources, to develop key research areas of national and international importance that will act as a linkage to other regional/international centers and align research outputs and efforts of AU faculty in a focus direction. In addition, the objectives are to encourage the pursuit of research excellence in key areas, boost research productivity at AU, enable faculty to conduct research that leads to high quality peer-reviewed publications (as per AU Guidelines for Research Publication), establish and nurture research collaborations with international universities/institutes, and leads to submit proposals for external research grants, within or outside UAE. This document also states the policy related to the Adjuncts Research Associates / Professors (ARA/ARP) and full-time research staff for the research centers.

2. Policy Statements for Research Center

1. Interdisciplinary Nature:

- All research centers must be interdisciplinary in nature, bringing together scholars from different disciplines.
- All AU research centers to have members from multiple AU colleges within Ajman University, ensuring representation from various academic fields.
- All AU research centers must conform to other AU policies and procedures as well as safety and ethics guidelines.

2. Head of Research Center:

- Each research center is headed by a senior academic member or distinguished researcher.
- The appointment of the head of the research center is proposed by the Dean of Research and Graduate Studies and approved by the Vice Chancellor for Academic Affairs.

3. Reporting Structure:

- Research centers are part of the Deanship of Research and Graduate Studies.
- The heads of research centers report directly to the Dean of Research and Graduate Studies for all research center matters.
- Each research center at Ajman University is affiliated with a host college while also including members from other colleges within the University. The host college provides administrative support, while the involvement of members from other AU colleges fosters cross-disciplinary collaboration and enhances the research center's interdisciplinary nature.

4. Clear Aims and Yearly Targets:

- Research centers must have clear and well-defined research aims and yearly targets (KPI's) aligned with the AU research vision, mission, and strategy.
- The aim is to enhance research outcomes and visibility of faculty research in specific domains.

5. Support and Resources:

- The University offers financial assistance to recruit the following positions to the research centers, depending on the availability of funds:
 - o Full time research staff for a research center, who are appointed as full-time employee of the University, refer as Research Staff for Research Center (RARC).
 - o Adjunct Research Associates (ARA) or Adjunct Research Professors (ARP). The exact number of such appointments is approved by the Dean of Research and Graduate Studies, considering factors such as the availability of funds, the nature of research, and the discipline involved.
- The University provides necessary support to the research centers, including physical space, laboratories, computer labs, and other resources, based on requests from the head of the research center and subject to budget availability.

6. Research Center Membership:

- Research center members are selected by the head of research center based on their research interests.
- Members may conduct individual research related to the center's theme or collaborate with other center members for joint research.

7. Off-Cycle Category 1 AU Funded Research Grants:

- Full members (as defined in Procedures and Guidelines) or the head of the research center may submit off-cycle Category 1 AU funded research grant proposals at any time during the academic year.
- Such proposals require support from the head of the research center.
- Submission of proposals in the regular cycle of AU funded research grants is highly encouraged, but off-cycle proposals are considered for high-impact and strategically significant projects, subject to the availability of budget.
- Off-cycle projects must be completed prior to the conclusion of the financial cycle within the academic year, typically in July.
- Proposals should be submitted directly to the Deanship of Research and Graduate Studies.
- All other policy statements, guidelines, and procedures outlined in the AU Funded Research Grants Policies, Procedures, and Guidelines document continue to be in effect.

8. Annual Evaluation and Reporting:

- Research centers undergo annual evaluation, and a template for reporting progress is provided by the Deanship of Research and Graduate Studies to the heads of research centers.

3. Policy Statements for Adjunct Research Associates/Professors (ARA/ARP)

9. Qualifications and Contracts:

- Adjunct Research Associates or Professors must have a strong and demonstrable research, publication, and scholarship track record.
- Service contracts are typically awarded for one year, or as decided by the VCAA, subject to extension after annual review.

10. Duties and Responsibilities:

- ARA/ARP may carry out duties unrelated to the research center as specified in their service contracts or as permitted during their contract period.
- Adjunct research associates or professors are expected to visit Ajman University during their contract period, or as deemed necessary by the head of research center. This visit serves to strengthen their engagement with the University, foster collaboration with the research center, and contribute to the academic and research environment at Ajman University.
- Ajman University will provide economy class airfare, local transportation, local hospitality, and accommodation for ARA/ARP during their visit to the University.
- The total expenses incurred during all the visits of the ARA/ARP should not exceed 15,000 AED in an academic year. However, in specific circumstances where it becomes necessary to exceed this limit, prior approval from the Dean of Research and Graduate Studies is required.

11. Employment and Responsibilities:

- Adjunct Research Associates/Professors are employed by AU in adjunct positions and report directly to the head of the research center.
- They are expected to publish in Scopus indexed high quartile journals with correct Research Center and Ajman University affiliation (as required), collaborate with other center members or AU faculty, co-supervise/examine AU students, abide by all AU policies, attend research center meetings when requested, promote the research center and AU, and provide progress reports when requested.
- The office of the VCAA and Human Resources are responsible for handling all aspects of hiring and employment for the ARA/ARP, which includes service contracts, payment of honorarium, and other related matters.

12. Honorarium and Termination:

- Typically, the honorarium for these adjunct appointments' ranges from 800 to 1,500 USD per month, depending on academic rank, impact and quality of their research. The specific honorarium amount is determined by the VCAA in consultation with the Dean of Research and Graduate Studies.
- The amount is inclusive of all allowances and taxes and can be paid monthly or at the end of the contract period, as agreed upon.
- AU reserves the right to terminate service contracts without notice.

13. Adjunct Research Associates/Professors for the Academic Colleges

- Alongside AU research centers, academic colleges can hire up to two adjunct research associates or professors per college, depending on the availability of budget allocated for adjunct faculty appointments in an academic year. The criteria for hiring, procedures, assessments, and all other policies and procedures related to ARA/ARP remain same as outlined in this policy and the corresponding procedures document. The only change is the replacement of the Head of the Research Center with the College Dean under this category.
- It's important to note that these ARA/ARP positions are not accounted for in the budget of the Deanship of Research and Graduate Studies. Instead, each academic college is responsible for allocating and managing the budget for these positions with the budget office.

4. Policy Statements for full-time Research Staff for Research Center (RSRC):

14. The University is fully committed to the recruitment and retention of exceptional research staff for its research centers, as part of its overarching vision and strategic objectives. The research staff for research center is hired in one of the following categories, commensurate with requirements and experience:
 - a. Post-doctoral Research Associate;
 - b. Assistant Research Professor;
 - c. Associate Research Professor;
 - d. Research Professor.
15. The remuneration and benefits package for full-time research staff is proposed by the Dean of Research and Graduate Studies and approved by the Vice Chancellor for Academic Affairs (VCAA). Typically, the salary structure for these positions is up to 80% of regular faculty member's salary, aligned with the equivalent assistant, associate, or professorial ranks. The same applies to the comprehensive benefits package, including housing, education, annual tickets, and other benefits, which are also up to 80% of those provided to regular faculty, in accordance with the existing Office of Human Resources policies.
16. The primary responsibility of a full-time research staff is to actively participate in academic research with substantially lower teaching load. The standard teaching load of a research staff is 6 credit hours per regular Fall/Spring semester. Additionally, summer teaching is optional and require approval from the VCAA. In such instances, the research staff member for the research center will receive financial compensation in accordance with the adjunct faculty compensation and other applicable policies of the University.
17. The hiring of full-time research staff is expected to adhere to the following general criteria:
 - Possession of a doctorate degree from a recognized and globally ranked institute of higher education.
 - Demonstrated evidence of a robust research track record, including notable publications in the relevant discipline. Alternatively, for recent graduates, a demonstrated potential for producing high-quality publications based on their doctoral research.
 - A proven capacity for independent research is highly desirable.

Research Centers Procedures and Guidelines (PG)

Research Centers

1. A research center is a formally structured unit of Ajman University (AU), approved by the VCAA, and operating under the administration of the Deanship of Research and Graduate Studies. Its purpose is to engage in research activities, studies, or academic focus in specific areas of national or international importance, fostering research collaborations across colleges and disciplines.
2. Research centers should have clear goals and objectives, bringing together scholars from different disciplines or areas of specialization within a particular discipline.
3. Maintaining high levels of research productivity and fostering the training of future researchers in a particular discipline are important expectations for research centers.
4. Research centers are also expected to organize seminars and presentations both internally and externally, collaborate with scholars from other universities and institutions, actively seek internal and external research funding, provide revenue-generating consultancy services in line with University regulations and center goals, and offer continuing education training to the wider community.

Guidelines for Research Centers

Establishing a Research Center:

5. The interdisciplinary nature of research areas within the University should be identified by the Dean of Research and Graduate Studies, in consultation with prospective host college Deans and Deans/colleagues from other colleges.
6. The head of the research center should be proposed by the Deanship of Research and Graduate Studies and approved by the VCAA.
7. To establish a research center, the prospective head of the research center should submit a proposal to the Dean of Research and Graduate Studies, including the name, vision, objectives, organizational structure, host and collaborative colleges, potential benefits to the University, external partners/members (if applicable), resource requirements, and staff hiring needs.
8. The Dean of Research and Graduate Studies should forward the proposal to the VCAA for final approval, along with recommendations.
9. The outcome should be communicated to the head of the research center and the host college Dean.

Responsibilities of the Head of Research Center:

10. The head of the research center is responsible for the overall supervision of the center's operations.
11. General responsibilities of the head of the research center include, but not limited to, the following:
 - holding regular meetings,
 - managing research staff working in the research center,
 - coordinating with research group members and adjunct research associates/professors,
 - advocating research center activities within AU and externally,
 - seeking internal and external grants,
 - identifying logistics requirements,
 - documenting research center activities,
 - maintaining records of meetings, and
 - any other related task assigned by the Dean of Research and Graduate Studies.

12. The research center should receive necessary administrative support from the host college based on internal agreements with the college.
13. The head of the center propose a preliminary budget for the center and submit it to the Dean of the Research and Graduate Studies prior to proposing the budget for the upcoming academic year. This proposal should encompass all essential administrative resources, such as stationery, IT resources, salaries of associated staff (e.g., laboratory technicians, research associates, establishment of new research facilities), as well as any other related expense.
14. All Cat-2 AU-funded research grants ideally be linked to one of the research centers, and any equipment purchased under such grants should be the property of AU and is expected to be kept at the relevant research center or in the college.

Annual Reporting Requirements:

15. The head of each research center should submit a detailed annual report directly to the Deanship of Research and Graduate Studies at the start of each academic year.
16. The head of the research center is expected to give a presentation at the beginning of each academic year, summarizing the center's activities from the previous year and outlining plans for the current year to the Dean of Research and Graduate Studies and the VCAA.

Research Center Membership:

17. The head of the research center is expected to revise the membership of the research center at the start of each academic year and inform the Deanship of Research and Graduate Studies the name of members. The updated list of members should also be available on the research center's website.
18. All members, whether full or affiliate, are expected to cooperate fully with the head of the research center.
19. Membership types include (1) Full membership for full-time AU academic faculty who have published at least one Q1 papers in their area of specialization in the past academic year, and (2) Affiliate membership for full-time AU academic faculty. The head of research centre can define criteria for membership depending on the area of specialisation and area norm.
20. Full members have additional responsibilities, such as active participation in research center activities, promoting the center, including the center's affiliation in relevant publications, and contributing to research-related administration.
21. Affiliate members are encouraged to include the center's affiliation in relevant publications and encouraged to participate in research center activities.

Benefits of Research Center (Full) Membership:

22. Inclusion of appropriate points in the service category of the faculty evaluation/appraisal policy, with points being awarded upon confirmation from the head of the research center.
23. Eligibility to submit off-track research grant proposals in accordance with the AU-funded research grant and research center policies.
24. Collaboration opportunities with research staff to enhance research outputs.

Disposal Cash and AU Student Hiring:

25. Heads of research centers can utilize disposable funds (subject to availability of budget) for various purposes such as purchasing consumables including software/licenses, office supplies, subscriptions to databases, organizing events/workshops/trainings, acquiring standards, manuals, etc. They are also allowed to use these funds for local hospitality expenses related to visitors of the research center, if the amount does not exceed 1,000 AED, without requiring approval from the Dean of Research and Graduate Studies.

26. In cases where an item costs more than 1,000 AED, approval from the Deanship of Research and Graduate Studies is necessary before proceeding with the purchase. In such instances, the heads of research centers should obtain the required approval before making the purchase or they can request a cash advance through the Deanship of Research and Graduate Studies for the approved amount. Reimbursement procedures can be followed accordingly.
27. Research centers may hire AU students to assist with administrative tasks. The hiring of AU students should adhere to the detailed guidelines and procedures outlined in the Student Teaching and Administrative Assistant or other relevant AU policies. It is important to note that the availability of funds in this category will determine the feasibility of such student hiring.

Procedures and Guidelines related to Adjunct Research Associates/Professors (ARA/ARP)

Hiring of ARA/ARP:

28. The head of the research center, in consultation with research center members, identifies distinguished researchers and forwards these nominations to the Dean of Research and Graduate Studies, with supporting statements.
29. The Dean of Research and Graduate Studies forwards the nominations to the VCAA for a final decision on the appointment of the ARA/ARP. The decision is then communicated back to the head of the research center.
30. The office of VCAA shall deal all the matters related to the hiring and employment of adjunct research associates/professors. Once the contract is signed, Office of VCAA inform Deanship of Research and Graduate Studies, head of the research center, the Offices of Finance, Office of HR and any other relevant administrative unit in the AU.

AU Visit of ARA/ARP:

31. Each adjunct research associate/professor is expected to visit Ajman University premises/campus during the contract period. The specific working hours can be mutually agreed upon and are flexible.
32. The visits of ARA/ARP can be initiated by the head of the research center, in consultation with the ARA/ARP, at a mutually agreed time. Before finalizing any visit of ARA/ARP to AU, the head of the research center must inform the Dean of Research and Graduate Studies and seek budget approval.
33. The head of the research center must carefully select a mutually agreed time and duration for the visit of ARA/ARP, ensuring that the visit will be beneficial for the research center, host college, and the University. It is important for the head of the research center to prepare a detailed agenda for the visit and share it with the Dean of Research and Graduate Studies before finalizing any visit details with the ARA/ARP. This ensures proper coordination and alignment of objectives between the research center and the University.

Reporting requirements of ARA/ARP:

34. Adjunct research associates/professors are expected to provide a detailed progress report to the head of the research center at least one month before the end of their contract period or when requested by the head of research center.
35. The head of the research center then include details from these reports, in the research center annual research report and forward it to the Dean of Research and Graduate Studies, along with their recommendations, as per instructions provided by the Deanship of Research and Graduate Studies.

Procedures and Guidelines related to Full Time Research Staff for Research Center (RSRC)

36. The procedures outlined in this section are specifically related to the full time Research Staff in the research centers, in any category mentioned in the policy document. It is important to note that such guidelines shall not supersede or contradict any other AU HR policies and procedures. In the event of any inconsistency, the HR policies will take precedence over the policies stated in this document.

37. The ideal candidate for such positions is the person who has expertise in the broad area of research centre, with expertise to work with multiple members of the research group with varying research interests. Few possible examples of such areas are machine learning, biostatistician, data analytics etc.
38. The head of the research center serves as the line manager, setting objectives, managing research staff, and is responsible for the annual appraisal.
39. Generally, research staff will be evaluated on basis of following criteria:
 - a. Scholarship and research including indexed publications in high quality refereed journals, and,
 - b. External and/or internal funding, and,
 - c. Development of research infrastructure at Ajman University, as applicable,
 - d. Teaching, evaluated by the respective college Dean,
 - e. Service to the research center, University and Professional Service, evaluated by the head of research center.
40. The Dean of Research and Graduate Studies oversee the performance of all research staff in the University.
41. Research staff in the research centers must adhere to all University policies and procedures and makes himself/herself aware of all related policies.

Recruitment and Selection - Research Staff

42. The recruitment and selection process for full time research staff will follow a procedure similar to that of faculty hiring.
43. Depending on the available budget and with approval from the Dean of Research and Graduate Studies, the head of the research center initiates the hiring process for a research staff in the research center. They prepare a job description and collaborate with the office of Human Resources (HR) and the office of VCAA to advertise the position on internal and external recruitment platforms, as appropriate.
44. The office of HR sends all relevant submitted applications to the head of the research center for further processing and shortlisting of candidates.
45. The head of the research center suggests an ad-hoc committee to review the applications, get it approved by the VCAA (CC'ed Dean of Research and Graduate Studies), and invite selected candidates for an interview. The ad-hoc committee may include members from other research centers, the host college, or any other collaborating college, as deemed appropriate.
46. The head of the research center provides the Dean of Research and Graduate Studies with comprehensive interview details, including candidate information, interview date and time, committee members, candidate CVs, and committee recommendations/scores, etc. along with their own recommendations.
47. The Dean of Research and Graduate Studies reviews the details and submits recommendations to the VCAA for final approval.
48. Once approved, the office of VCAA arranges suitable references for the selected candidate, if necessary, and initiate recruitment process.
49. The office of VCAA prepares a job offer and communicates with the candidate and the office of HR to facilitate the recruitment process. All job offers must comply with the relevant AU employment policies.

50. After accepting the offer, the office of VCAA communicates the final decision to the head of the research center, the Dean of Research and Graduate Studies, the Dean of the host college, and other relevant offices such as HR and Finance.

General Duties of Full Time Research Staff

51. The full time research staff for research center is generally expected to perform the following duties, related to research:
- a. Conduct research by employing various techniques and procedures, including library research, structured interviews, or project-specific methodologies.
 - b. Actively seek and apply for internal and external grants to support research endeavours.
 - c. Contribute to defining research projects within the research center, collaborating with other members on their projects or initiating new projects with appropriate colleagues.
 - d. Manage the laboratory, equipment, and infrastructure of the research center as applicable.
 - e. Translate, synthesize, and analyze information relevant to the ongoing project.
 - f. Schedule, organize, and provide regular updates on the status of ongoing research activities.
 - g. Implement research plans and adapt research techniques, procedures, experiments, equipment, or software as necessary.
 - h. Write and edit materials for publication and presentation purposes.
 - i. Assist head of research centre and other members in identifying potential research needs or areas and support them in preparing external research grant proposals.
 - j. Prepare annual evaluation reports detailing their assigned tasks and submit them to the head of the research center.

Performance Evaluation of Full Time Research Staff

52. The appraisal process must be fair, transparent, and aligned with the University's policies and guidelines.
53. The performance evaluation of full time research staff for the research center will be conducted annually, at the same time as faculty appraisal, by the head of the research center. The evaluation should coincide with the submission of the research center's annual progress report or as specified by the Deanship of Research and Graduate Studies.
54. SMART objectives should be established for each staff member at the time of their appointment and subsequently during appraisal meetings. These objectives should be documented and recorded in the appraisal form.
55. During the annual appraisal, the head of the research center will assess the performance by reviewing the objectives set in the previous year, establishing new objectives, and discussing them with the research staff member. Both the head of the research center and the staff member should sign the appraisal form.
56. The completed appraisal forms should be submitted to the Deanship of Research and Graduate Studies for the records.
57. The evaluation also provides constructive feedback and support the professional development of the research staff for the research center.



Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	30/09/2020	Initial Policy	Dean of Research and Graduate Studies
V1.1	13/10/2023	This policy has been reviewed and no changes were made	Dean of Research and Graduate Studies
V1.2	04/04/2024	This policy has been revised to enhance its clarity and to also cover Full Time Research Associates. This policy replaces the FTRA Policy.	Dean of Research and Graduate Studies
V 1.3	30/05/2025	The updated policy increases the maximum cap for conference funding per conference. Local conference registration and fees now require only college dean approval, with DRG notification, while international conference participation requires VCAA approval only if supported by AU. Reimbursement procedures have also been revised and are now managed by the Office of HR.	Dean of Research and Graduate Studies

Research Release Time Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

The primary objective of the research release time is to enhance research productivity and scholarly outcomes at Ajman University (AU), such as Scopus-indexed publications. It also aims to enable AU faculty members to generate a greater number of research outputs that significantly contribute to the university's mission and vision. Additionally, it seeks to foster and maintain research collaborations with international universities and institutes, while facilitating the submission of research grant proposals from both within and outside the UAE.

Policy Statements

1. All colleges within the University adhere to a transparent and equitable process for evaluating and selecting candidates for Research Release Time (RRT), ensuring a balance between college requirements and individual needs.
2. The allocation of research release time to faculty members within a college is carried out in a manner that does not disrupt the normal operations and functions of the college. Any faculty buy-out time and research release time are carefully managed to avoid adverse impacts.
3. The approval of all RRT nominations rests with the Dean of Research and Graduate Studies. This policy primarily applies to AU faculty members teaching undergraduate courses, while nominations and approval for graduate faculty require approval from the Vice Chancellor for Academic Affairs (VCAA) on a case-by-case basis.
4. Faculty members who already receive course release due to their administrative roles or assignments within the university are not eligible for RRT.
5. Selected faculty members, as approved by the Dean of Research and Graduate Studies, are granted one course/section release per semester. This allocation may initially be for one semester only, and can be extended to second semester of the Academic Year as per recommendations of the college Dean.
6. The availability of research budget determines the allocation of research release time, with each college being able to award RRT to a maximum of 3 faculty members.
7. The college Dean recommends faculty members for RRT based on various factors, including but not limited to their potential to produce high-quality research outputs, their research activity over the past 2-3 years, citation profile, and external grant contributions. The overall needs of the college, including the continuity of course offerings, are also taken into consideration.
8. In colleges where the medium of instruction is Arabic, priority is given to faculty members who publish in Scopus-indexed journals, whether in Arabic or English.

Procedures and Guidelines

Nomination and selection process

1. The College Dean, in collaboration with the heads of departments and the head of the CRC (as deemed necessary), shall select the top 2 or 3 faculty members who have demonstrated excellent performance in research, as per the criteria mentioned in the policy statement section of this policy, during the current and last academic years. Faculty members may also express their interest in availing Research Release Time well in advance to their college Dean.
2. The College Dean may establish an ad-hoc committee to receive recommendations and assist in the selection process.
3. If a college comprises multiple departments, it is highly desirable that the nominated faculty members for the RRT do not exclusively represent a single department. Unless compelling circumstances necessitate otherwise, it is recommended to ensure diversity and fairness by selecting faculty members from different departments within the college.
4. At the beginning of each Fall/Spring semester, or in accordance with the dates provided by the Deanship of Research and Graduate Studies, the College Dean assumes the responsibility of submitting a list of recommended candidates to the Deanship of Research and Graduate Studies. This comprehensive list should encompass the candidates' notable research credentials, including their Scopus and citation profile. Moreover, a succinct overview of their research-related endeavors and a rationale for selecting these candidates for research release time should be included. It is essential to provide any justifications that further elucidate the reasoning behind their selection, ensuring transparency and clarity in the decision-making process.
5. Typically, the research release time is granted for a single semester. However, there exists the possibility of extending this duration to another semester, specifically the second semester of the academic year. This extension is contingent upon the re-nomination of the same candidate for the subsequent semester by the college Dean.
6. The Dean of Research and Graduate Studies will inform the College Deans about the faculty members selected for research release time for the upcoming semester. The selected faculty members, respective Heads of Departments, Head of the CRC, Office of Budget, Office of HR, Office of Internal Audit, and the Vice Chancellor for Academic Affairs (VCAA) will be copied on the email.
7. The Heads of Departments will adjust the timetable and decide for adjunct faculty to cover the workload released by the selected faculty members, if required.

Post-Selection

8. The HoD, preferably in coordination with the College Dean and the Head of the CRC, shall arrange a meeting at the beginning of each semester with all selected RRT faculty members to discuss the objectives, expectations, and targets for the RRT period. Generally, the expected outcomes of the RRT should focus on key areas such as publications, conference presentations, formation of new international research collaborations, development of research infrastructure at the institution, securing external grants etc. The meeting should also consider longer-term prospects and any additional research opportunities.
9. Following the meeting, the Head of the CRC will be responsible for preparing the minutes, which should include a summary of the discussed expectations and targets. The minutes will be sent to the Deanship of Research and Graduate Studies for their records, ensuring proper documentation of the agreed-upon objectives and targets for the RRT candidates.

Deliverables

10. At the conclusion of the academic year or semester (as appropriate), the faculty members who availed RRT shall be required to submit a comprehensive report to the Head of the CRC (CC College Dean). This report should provide a detailed explanation of their performance in relation to the objectives set during the research release time. The Head of the CRC will then discuss the report with the CRC and College Dean before forwarding it to the Dean of Research and Graduate Studies, while also copying the College Dean, with relevant comments or feedback.
11. Additionally, six months after the end of the research release period, the faculty members who availed RRT shall submit a brief report or send a detailed email to the Dean of the Research and Graduate Studies (with copies to the Head of the CRC and College Dean). This brief report/email should highlight the impact of the research release time and provide an overview of the research outcomes achieved. This step ensures the closure of the feedback loop and facilitates the assessment of the overall effectiveness and impact of the RRT program.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	04/2017	Initial Policy	Dean of Research and Graduate Studies
V1.1	30/09/2020	Updated Policy	Dean of Research and Graduate Studies
V1.2	11/10/2023	Minor general changes	Dean of Research and Graduate Studies

Visiting Research Scholar Policy

Policy Owner	Vice Chancellor for Academic Affairs (VCAA)	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

The aim of the Visiting Research Scholar initiative at Ajman University (AU) is to attract distinguished research scholars who can make valuable contributions to the intellectual and research pursuits of AU while enhancing its international reputation. This policy serves as a platform for fostering meaningful connections with renowned international researchers, promoting collaborative research endeavours, and facilitating the professional growth of AU faculty and research staff. The purpose of hosting a visiting research scholar may vary across different colleges and individuals involved. However, in general, it serves as an avenue for networking with accomplished researchers from around the world, fostering collaborations on research projects, and promoting the professional development of AU's academic community.

Policy Statements

1. Visiting research scholars are invited to Ajman University for a short-term stay, typically lasting up to one week.
2. Financial Considerations:
 - a. Travel Insurance Coverage: Ajman University does not provide travel insurance coverage to visiting research scholars. Therefore, it is the responsibility of the scholar to arrange for their own travel insurance to adequately cover any unforeseen circumstances during their visit.
 - b. Additional Insurance-Related Expenses: Ajman University does not offer financial compensation to visiting research scholars for any expenses related to additional insurance coverage. Scholars are expected to bear these costs themselves.
 - c. Liability and Responsibility: Ajman University does not assume liability or responsibility for visiting research scholars in legal, health, accident, emergency, or any other related matters. Scholars are advised to ensure they have appropriate insurance coverage and adhere to local laws and regulations during their stay.
3. Ajman University places a maximum limit on the total cost incurred for hosting a visiting research scholar, which should not exceed 15,000 AED.
4. Ajman University extends financial support to visiting research scholars in the following areas:
 - a. UAE Visa Fees (if applicable): Ajman University covers the visa fees for visiting research scholars, subject to the requirements of the United Arab Emirates immigration regulations.
 - b. Air Travel Arrangements: Ajman University provides an economy class return airfare from the scholar's country of residence to Ajman University, or from the nearest available destination. Airport transfers are also included as applicable. The tickets shall be booked, preferably, by the office of Community Engagement.
 - c. Local Accommodation: Ajman University assists in arranging local accommodation for visiting research scholars. The accommodation, booked by the office of AU Community Engagement, may include breakfast and meals. However, it is important to note that the supported hotel accommodation provided by Ajman University shall not exceed a maximum of 7 nights.

- d. **Working Lunch Arrangements:** During working hours, the host college is responsible for organizing working lunch (if needed) for the visiting research scholar, ensuring a pleasant and comfortable experience during their stay at Ajman University.
5. To ensure the convenience and comfort of visiting research scholars, transportation between the hotel and Ajman University is organized by the office of Community Engagement.
6. The office of Community Engagement is available to assist visiting research scholars in the process of obtaining a UAE entry visa, if required. Additionally, if there is a need for security clearance, the office of Community Engagement will provide necessary guidance and support to facilitate the clearance procedure.
7. Each academic college at Ajman University can submit up to two applications per academic year to invite visiting research scholars.
8. It is essential that the visit of the research scholar takes place within the same academic year in which it has been approved.
9. The academic college hosting the visiting research scholar is responsible for providing the necessary basic resources deemed appropriate by the respective college dean. These resources may include access to research facilities, network, libraries, laboratories, and other essential amenities required for the scholar's academic pursuits.
10. Visiting research scholars are expected to fully accept and adhere to all applicable rules and regulations of Ajman University and the United Arab Emirates. This includes compliance with academic, ethical, and legal guidelines during their stay. By respecting these guidelines, scholars contribute to a harmonious and productive academic environment.
11. In the event of any unforeseen circumstances or force majeure, Ajman University is committed to helping the visiting research scholar to ensure their safe return to their place of residence. The University will work closely with the scholar and relevant authorities to address any challenges that may arise, ensuring the scholar's well-being and security.

Procedures and Guidelines

Responsibilities of the Visiting Research Scholar

1. As a visiting research scholar at Ajman University, individuals have certain responsibilities that contribute to the scholarly environment and research endeavours. These responsibilities may include:
 - **Offering Research Seminars:** Visiting research scholars are encouraged to share their expertise and knowledge by conducting research seminars. These seminars provide an opportunity for scholars to present their research findings, engage in academic discussions, and promote intellectual exchange among the academic community.
 - **Capacity Building Training Sessions:** Scholars may have the opportunity to conduct capacity building training sessions, such as research methodology workshops. These sessions aim to enhance the research skills and capabilities of AU faculty, staff, and students, fostering a culture of continuous learning and professional development.
 - **Participation in Experiments/Clinical Experiments:** Depending on the nature of their research expertise, visiting research scholars may be involved in experimental studies or clinical experiments as experts. Their valuable insights and contributions can significantly enrich ongoing research projects and advance scientific knowledge.
 - **Engaging/Meetings with Research Groups:** Scholars are encouraged to engage with research groups and academic departments during their visit. This involvement may include participation

in meetings, collaborations on research projects, and fostering interdisciplinary dialogue. By actively engaging with the AU research community, visiting research scholars contribute to a vibrant and collaborative research environment.

Eligibility Criteria for a Visiting Research Scholar

2. The college shall utilize the following eligibility criteria to nominate a visiting research scholar:
 - Recognizable Benefits to the Academic and Research Community: The visiting research scholar should bring tangible benefits to the academic and research community of the host college and AU. This may include expertise in a specific field, unique research methodologies, access to specialized equipment or resources, or the potential for collaborative research projects that contribute to the advancement of knowledge and academic excellence.
 - International Recognition as an Expert: The visiting scholar must be recognized as an international expert in their specialized area of research. This recognition can be demonstrated through various indicators, such as a distinguished record of research publications, global rankings of their affiliated institution, citations of their research articles, or academic achievements during their education. Such recognition reflects the scholar's expertise and adds value to the research community at Ajman University.
 - Active Appointment or Engagement: The visiting research scholar must hold an active appointment with another reputable academic institution, professional organization, or research center. This ensures that the scholar is actively engaged in their respective field and brings current knowledge and expertise to Ajman University. The appointment may include positions such as faculty member, researcher, scientist, or a leadership role within the academic or research community.

Procedures related to Visiting Research Scholar

3. Any full-time faculty member (referred to as the host AU faculty) can nominate a research scholar who meets the eligibility criteria outlined above. The host AU faculty should identify a scholar with a strong research profile that aligns with the research priorities of the college.
4. The host AU faculty is responsible for submitting a comprehensive proposal (using Visiting Research Scholar Nomination Form) to the College Research Committee for review. The proposal should include the following components:
 - Curriculum Vitae (CV) of the visiting scholar: The CV should highlight the scholar's academic achievements, research experience, and expertise in their respective field.
 - Letter of Intent from the Candidate: The letter of intent should outline the purpose of the visit, the proposed dates and duration of the scholar's stay, and a detailed plan of activities to be undertaken during the visit.
 - Visit Details: The proposal should include specific information such as the facilities required by the visiting scholar, expected benefits to AU faculty and staff, and any other pertinent details related to the visit.
5. The College Research Committee will assess the eligibility and suitability of the proposed visit by considering various factors. These factors may include, but are not limited to, the following:
 - Analysis of Expertise: The committee will evaluate the expertise that the visiting research scholar intends to share on campus. This analysis may consider factors such as the number of intended learners, the specific expertise required to enhance research capabilities or conduct experiments, and other relevant considerations.

- Non-Availability of Expertise: The committee will also consider whether the expertise being offered by the visiting scholar is not readily available on campus. If there is a lack of similar expertise within the university, it strengthens the case for hosting the visiting scholar.
 - Expected Benefits and Outcomes: The anticipated benefits and outcomes of the visit will be carefully evaluated. The committee will assess how the visit can contribute to the research capabilities of AU, promote knowledge exchange, foster collaborative research projects, and enhance the academic and research environment.
6. Following the evaluation, the head of the College Research Committee will submit their recommendation, along with all the necessary documentation received from the host AU faculty member, to the College Dean. The recommendation will provide an overview of the proposal, highlight the potential benefits, and address the suitability of the visit.
 7. Once the College Dean receives the complete application from the College Research Committee, along with their endorsement, it will be forwarded to the Deanship of Research and Graduate Studies for further consideration.
 8. The Deanship of Research and Graduate Studies will review the application and engage in consultation with the Vice Chancellor for Academic Affairs (VCAA) to ensure alignment with the university's academic priorities and resources.
 9. The Deanship of Research and Graduate Studies will make a final decision regarding the approval of the visit. The decision will be communicated to the College Dean, Budget Office, Community Engagement Office, and Office of Finance by the Dean of Research and Graduate Studies.
 10. In addition, the Deanship of Research and Graduate Studies will also personally communicate with the visiting research scholar, extending an invitation to visit Ajman University at a mutually convenient time. The specific details of the visit, including the duration and scheduling, will be coordinated directly between the college and the candidate.
 11. Following the visit of the research scholar, the host AU faculty member is responsible for submitting a post-visit report to the College Dean within one month of the completion of the visit.
 12. The post-visit report should provide a comprehensive summary of all the activities conducted during the visit, highlighting the key milestones, collaborations, and research engagements. The host AU faculty member should reflect on the overall gain and experience derived from the visit, emphasizing the outcomes and achievements resulting from the scholarly interaction.
 13. Upon receiving the post-visit report, the College Dean will review its contents and subsequently forward it to the Deanship of Research and Graduate Studies.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	13/04/2018	New policy	Dean of Research and Graduate Studies
V 1.1	30/09/2020	Minor Change- Purpose is added	Dean of Research and Graduate Studies
V 1.2	11/10/2023	Minor general changes	Dean of Research and Graduate Studies

Research Publications Reward Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

The Ajman University (AU) Research Publications Rewards policy and procedures aims to honor the efforts of faculty/researchers at AU and encourage them to contribute more to elevating academic research at AU. The objectives are as follows:

- To increase number and quality of AU SCOPUS-indexed papers in leading international journals,
- To encourage and motivate faculty/researchers to contribute actively to AU research vision and mission,
- To promote and encourage faculty/researchers to have collaborative research with international collaborators, and
- To encourage faculty to make possible efforts to improve the visibility of their research outcomes and citations.

Policy Statements

The AU research publications rewards are classified into the following categories:

- Category 1: Papers Published in Scopus-Indexed Journals (Non-Arabic)
- Category 2: International Collaboration and Authorship
- Category 3: Publications in Arabic Journals
- Category 4: Citations

The eligibility criteria for research reward are as follows:

- The financial incentives in category 1 and 2 have been applicable for research papers published (specific document type) in Scopus-indexed Q1 and Q2 journals[§] only.
- The financial incentives in category 4 have been applicable for Scopus-indexed research papers for specific document types only.
- Document types eligible for Paper Research Reward under Category 1 and 2 shall be restricted to Article, and Review Articles only. Document types eligible for Citation Reward under Category 4 shall include all categories except Editorial, Note, Erratum, Letter, Press Release, Short Surveys, Retracted and Undefined.
- SciVal data, including the identification of Journal Quartiles and QS subject areas, is used at the time of the research reward tool's execution, as determined by the Dean of Research and Graduate Studies, for all research reward calculations in categories 1, 2, and 4. For Arabic non-Scopus-indexed papers in category 3, manual data collection is required.
- For open access research articles, where AU has contributed to the publication charges, the total research reward (to be divided among all authors) shall be as per schedule shown in Table 1-2 minus the APC amount paid by the University.

[§] For Scopus Q1 and Q2 definitions and other details, kindly refer to *AU Guidelines for Research Publications*

- At the time of reward (i.e. when DRG announce research reward for the previous year papers), the applicant must be a full-time employee of AU either as a faculty member, full time research staff for the research center or academic support at all *instructor* ranks, refer as AU author in this document.
- The applicant must use Ajman University affiliation as a primary/main/first affiliation on research papers, and it should be visible on the Scopus website. In cases where the publisher or Scopus modifies the order of affiliations due to journal formatting, and the order depends on author position and affiliations, the AU author must submit all relevant information and evidence to the Deanship of Research and Graduate Studies. The Dean of Research and Graduate Studies, based on the recommendations of research reward committee, may approve the financial reward for such papers on a case-by-case basis. These cases will be processed manually, and it is the author's responsibility to notify the DRG within the specified timeframe.
- The same research output cannot be used more than once in all categories (except citations).
- The research in all categories (with the exception of Category 3 and 4) should be indexed in Scopus (Q1 and Q2 only).
- The threshold for research publications reward by an individual AU author in categories 1, 2, and 3, is 20,000 AED, and 10,000 AED per AU author in category 4 (Citations) in one calendar year. For an amount exceeding this threshold, the calculations will be the threshold plus 25% of the difference between the actual amount and the threshold. For example, if the total calculated amount for an author is 70,000 AED in categories 1, 2, and 3, while the threshold is 20,000 AED, the financial reward is calculated as $20,000 + 0.25(70,000 - 20,000)$ AED = 32,500 AED.
- The maximum number of authors on a research paper eligible for Research reward in any category is limited to 25 authors.
- The research should be published during the dates advertised by the Deanship of Research and Graduate Studies.
- For categories 1 and 2, the Journal must be indexed by Scopus (Scopus Q1 and Q2 only) at the time of calculating research reward.
- To be eligible for the research reward in any category, a research paper must be published and appear on Scopus. In-press articles/papers shall not be considered for the research reward until they are published.

a. Category 1: Papers Published in Scopus-Indexed Journals (English) / Patents

For journal papers published in the top 10% of Scopus Quartile-1 (75% - 99%) journals, i.e. 90%-99%, in the QS broad subject area of *Life Sciences & Medicine OR Engineering & Technology*, the payment per AU author shall be as per Table 1 (excluding Multidisciplinary journals, ASJC code: 1000). Journal quartile classification on SCImago (<https://www.scimagojr.com>) will not be used to evaluate quartile, for more details, please refer to the *AU Guidelines for Research Publications* document.

Table 1. Financial incentives for papers published in Top 10% of SCOPUS Quartile 1 Journals (Subject Area: *Life Sciences & Medicine OR Engineering & Technology*)

SN	Number of Authors Listed on Published Paper	Payment per AU Author (AED)
1	1	10,000
2	2	7,500
3	3	5,000

4	4 or more	18,000 / Number of Authors

For research papers published in other Scopus Quartiles 'i.e. Quartile 1 - Quartile 2, in the QS broad subject area of *Life Sciences & Medicine OR Engineering & Technology*, the payment per AU author will be reduced (relative to Table 1) as per Table 2.

Table 2. Financial incentive for papers publishes in Q1-Q2 Scopus-indexed journals (Subject Area: *Life Sciences & Medicine OR Engineering & Technology*)

SN	Journal Quartile	Payment/AU Author as a percentage of Table 1
1	Quartile 1 (75% – 89%)	80%
2	Quartile 2 (50% – 74%)	60%

For research papers published in other QS board subject areas, the payment per AU author is calculated (relative to Table 1 and 2) as follows:

- QS Subject Area: *Natural Sciences*
Payment/AU author is increased by 10% of Table 1 or Table 2.
- QS Subject Area: *Social Sciences & Management*
Payment/AU author is increased by 20% of Table 1 or Table 2.
- QS Subject Area: *Arts and Humanities*
Payment/AU author is increased by 30% of Table 1 or Table 2.

Multidisciplinary journals with ASJC code 1000 are eligible for research reward as 50% of the amount calculated as per Table 1 and Table 2.

If a paper is published in a journal that is classified in multiple QS subject areas, the QS subject area that offers the highest reward will be taken into account for determining the financial reward.

b. Category 2: International Collaboration and Authorship

Any eligible research output under Category 1 is eligible for an additional payment if (1) One or more authors of the paper are from outside UAE, and (2) if the AU author is listed as the first author on research paper. Research outputs from Category 3 (Scopus indexed only) are also eligible for a financial reward in this category.

The additional payment in category 2 for international collaboration (i.e. One or more authors of the paper are from outside UAE) is 5% of the payment in category 1, or category 3 (if applicable).

The additional payment in category 2 for first authorship (i.e. the AU author is listed as the first author on research paper) is 5% of the payment in category 1, or category 3 (if applicable).

c. Category 3: Arabic Publications

For Arabic language journal publications, only the top peer-reviewed journals /publishers, which are categorized as AU-A (or Scopus-indexed) in the AU publication classification, will be considered for the reward. The applicants must submit all peer-review reports (as received from the Journal/Publisher) with their submission. The internal peer-review or peer-review as arranged by the AU College will not be accepted. No financial reward will be offered to non-peer reviewed papers or when peer review reports are not available. The quality of peer-review reports may be assessed by an ad-hoc committee,

which submits recommendations to the Deanship of Research and Graduate Studies. The ad-hoc committee may request additional information from the applicant or college dean to make recommendations.

The reward sum in this category will be calculated as follows:

Table 3. Financial incentive for Arabic language publications

SN	Number of Authors Listed on Published Paper	Payment per Paper (AED)
1	N authors per Journal paper	2,000/N per AU author (Non-SCOPUS) 4,000 (SCOPUS – Single Author) 6,000/N per AU author (SCOPUS – More than one author)

d. Category 4: Citations

A financial reward will be given to AU author(s) for a Scopus-indexed paper (any Scopus-indexed eligible publication) that has been extensively cited in this category. The policy considers Field-Weighted Citation Impact (FWCI) instead of raw citation counts to eliminate area bias and better measure the true impact of research outputs.

The following criteria shall be met for this category reward:

- The research paper must be published with correct Ajman University affiliation, as a primary/main/first affiliation, on the paper and Scopus website.
- The paper published 5 years ago, and the FWCI count is for all 5 years up to the date of calculation of the reward e.g. during 2025 research reward cycle, FWCI of the Scopus indexed papers published during 2020 shall be used and so on.
- The financial incentive for citations is on per paper basis; in case of multiple AU authors the payment in this category will be divided equally among AU authors.

The financial reward under category 4 is awarded only once for any published research output, as defined in Table 4 for the *Life Sciences & Medicine OR Engineering & Technology*:

Table 4. FWCI and Financial Reward
(QS Subject Area: *Life Sciences & Medicine OR Engineering & Technology*)

SN	FWCI of Paper	Financial Reward (AED)
1	Greater than 2.0 and less than or equal to 4.0	2,000
2	Greater than 4.0 and less than or equal to 6.0	4,000
3	Greater than 6.0	6,000

For research papers published in other QS board subject areas, the financial reward (relative to Table 4) is calculated as follows:

- QS Subject Area: *Natural Sciences*
Payment/AU author is increased by 10% of Table 4.

- QS Subject Area: *Social Sciences & Management*
Payment/AU author is increased by 20% of Table 4.
- QS Subject Area: *Arts and Humanities*
Payment/AU author is increased by 30% of Table 4.

Multidisciplinary journals with ASJC code 1000, in this category, are eligible for 50% reward of the amount calculated as per Table 1 and Table 2.

If a paper is published in a journal that is classified in multiple QS subject areas, the QS subject area that offers the highest reward will be taken into account for determining the financial reward.

Procedures and Guidelines

Introduction

Ajman University (AU) encourages and requires its faculty members and researchers to conduct high quality and impactful research in their areas of specialization and disseminate their research findings in highly reputable journals. The publication of scientific research is considered as one of the most essential jobs of faculty members and researchers at AU. The University has taken a number of steps to support its faculty towards achieving this goal. As an additional incentive, the AU has adopted a policy to provide a financial reward for the dissemination of quality research in quality SCOPUS-indexed publications.

General Guidelines and Procedures

1. The University encourages authors to thoroughly review the Scopus website (www.scopus.com) to confirm that the journal they are considering submitting their article to is indexed by Scopus. It is important to note that the coverage period may vary and should be carefully reviewed prior to submitting an article for publication. Additionally, it should be acknowledged that the Scopus Quartile information may change based on Scopus evaluation criteria. If the Scopus Quartile changes from the time of submission to the time of publication, the Scopus/SciVal Quartile information at the time of calculating rewards will be used by the University.
2. Research reward will be calculated automatically after each calendar year for the previous year outputs and citations as defined in section 3, typically in March-May or dates decided by the Deanship of Research and Graduate Studies.
3. The Deanship of Research and Graduate Studies establish a committee to verify research reward calculations for a random sample and forwards the suggested research reward payments to the Office of Human Resources. The Office of Human Resources is responsible to verify payments, eligibility of staff based on HR records and make arrangements for the payment of research reward to eligible candidates.
4. If a research reward for a specific paper is not calculated in a given year due to issues such as incorrect affiliations, pre-print status, or delayed indexing, it is the responsibility of the author to manually resubmit the paper to the Deanship of Research and Graduate Studies (DRG) within one year. For example, if a paper was in in-press status and not rewarded in the current year, the author must manually submit it for consideration in the next year's cycle.

Grievance and Disputes

5. All appeals and disputes relating to AU research publications reward shall be sent directly to the Deanship of Research and Graduate Studies. ^[1] ^[2] ^[3] ^[4] ^[5] ^[6] ^[7] ^[8] ^[9] ^[10] ^[11] ^[12] ^[13] ^[14] ^[15] ^[16] ^[17] ^[18] ^[19] ^[20] ^[21] ^[22] ^[23] ^[24] ^[25] ^[26] ^[27] ^[28] ^[29] ^[30] ^[31] ^[32] ^[33] ^[34] ^[35] ^[36] ^[37] ^[38] ^[39] ^[40] ^[41] ^[42] ^[43] ^[44] ^[45] ^[46] ^[47] ^[48] ^[49] ^[50] ^[51] ^[52] ^[53] ^[54] ^[55] ^[56] ^[57] ^[58] ^[59] ^[60] ^[61] ^[62] ^[63] ^[64] ^[65] ^[66] ^[67] ^[68] ^[69] ^[70] ^[71] ^[72] ^[73] ^[74] ^[75] ^[76] ^[77] ^[78] ^[79] ^[80] ^[81] ^[82] ^[83] ^[84] ^[85] ^[86] ^[87] ^[88] ^[89] ^[90] ^[91] ^[92] ^[93] ^[94] ^[95] ^[96] ^[97] ^[98] ^[99] ^[100] ^[101] ^[102] ^[103] ^[104] ^[105] ^[106] ^[107] ^[108] ^[109] ^[110] ^[111] ^[112] ^[113] ^[114] ^[115] ^[116] ^[117] ^[118] ^[119] ^[120] ^[121] ^[122] ^[123] ^[124] ^[125] ^[126] ^[127] ^[128] ^[129] ^[130] ^[131] ^[132] ^[133] ^[134] ^[135] ^[136] ^[137] ^[138] ^[139] ^[140] ^[141] ^[142] ^[143] ^[144] ^[145] ^[146] ^[147] ^[148] ^[149] ^[150] ^[151] ^[152] ^[153] ^[154] ^[155] ^[156] ^[157] ^[158] ^[159] ^[160] ^[161] ^[162] ^[163] ^[164] ^[165] ^[166] ^[167] ^[168] ^[169] ^[170] ^[171] ^[172] ^[173] ^[174] ^[175] ^[176] ^[177] ^[178] ^[179] ^[180] ^[181] ^[182] ^[183] ^[184] ^[185] ^[186] ^[187] ^[188] ^[189] ^[190] ^[191] ^[192] ^[193] ^[194] ^[195] ^[196] ^[197] ^[198] ^[199] ^[200] ^[201] ^[202] ^[203] ^[204] ^[205] ^[206] ^[207] ^[208] ^[209] ^[210] ^[211] ^[212] ^[213] ^[214] ^[215] ^[216] ^[217] ^[218] ^[219] ^[220] ^[221] ^[222] ^[223] ^[224] ^[225] ^[226] ^[227] ^[228] ^[229] ^[230] ^[231] ^[232] ^[233] ^[234] ^[235] ^[236] ^[237] ^[238] ^[239] ^[240] ^[241] ^[242] ^[243] ^[244] ^[245] ^[246] ^[247] ^[248] ^[249] ^[250] ^[251] ^[252] ^[253] ^[254] ^[255] ^[256] ^[257] ^[258] ^[259] ^[260] ^[261] ^[262] ^[263] ^[264] ^[265] ^[266] ^[267] ^[268] ^[269] ^[270] ^[271] ^[272] ^[273] ^[274] ^[275] ^[276] ^[277] ^[278] ^[279] ^[280] ^[281] ^[282] ^[283] ^[284] ^[285] ^[286] ^[287] ^[288] ^[289] ^[290] ^[291] ^[292] ^[293] ^[294] ^[295] ^[296] ^[297] ^[298] ^[299] ^[300] ^[301] ^[302] ^[303] ^[304] ^[305] ^[306] ^[307] ^[308] ^[309] ^[310] ^[311] ^[312] ^[313] ^[314] ^[315] ^[316] ^[317] ^[318] ^[319] ^[320] ^[321] ^[322] ^[323] ^[324] ^[325] ^[326] ^[327] ^[328] ^[329] ^[330] ^[331] ^[332] ^[333] ^[334] ^[335] ^[336] ^[337] ^[338] ^[339] ^[340] ^[341] ^[342] ^[343] ^[344] ^[345] ^[346] ^[347] ^[348] ^[349] ^[350] ^[351] ^[352] ^[353] ^[354] ^[355] ^[356] ^[357] ^[358] ^[359] ^[360] ^[361] ^[362] ^[363] ^[364] ^[365] ^[366] ^[367] ^[368] ^[369] ^[370] ^[371] ^[372] ^[373] ^[374] ^[375] ^[376] ^[377] ^[378] ^[379] ^[380] ^[381] ^[382] ^[383] ^[384] ^[385] ^[386] ^[387] ^[388] ^[389] ^[390] ^[391] ^[392] ^[393] ^[394] ^[395] ^[396] ^[397] ^[398] ^[399] ^[400] ^[401] ^[402] ^[403] ^[404] ^[405] ^[406] ^[407] ^[408] ^[409] ^[410] ^[411] ^[412] ^[413] ^[414] ^[415] ^[416] ^[417] ^[418] ^[419] ^[420] ^[421] ^[422] ^[423] ^[424] ^[425] ^[426] ^[427] ^[428] ^[429] ^[430] ^[431] ^[432] ^[433] ^[434] ^[435] ^[436] ^[437] ^[438] ^[439] ^[440] ^[441] ^[442] ^[443] ^[444] ^[445] ^[446] ^[447] ^[448] ^[449] ^[450] ^[451] ^[452] ^[453] ^[454] ^[455] ^[456] ^[457] ^[458] ^[459] ^[460] ^[461] ^[462] ^[463] ^[464] ^[465] ^[466] ^[467] ^[468] ^[469] ^[470] ^[471] ^[472] ^[473] ^[474] ^[475] ^[476] ^[477] ^[478] ^[479] ^[480] ^[481] ^[482] ^[483] ^[484] ^[485] ^[486] ^[487] ^[488] ^[489] ^[490] ^[491] ^[492] ^[493] ^[494] ^[495] ^[496] ^[497] ^[498] ^[499] ^[500] ^[501] ^[502] ^[503] ^[504] ^[505] ^[506] ^[507] ^[508] ^[509] ^[510] ^[511] ^[512] ^[513] ^[514] ^[515] ^[516] ^[517] ^[518] ^[519] ^[520] ^[521] ^[522] ^[523] ^[524] ^[525] ^[526] ^[527] ^[528] ^[529] ^[530] ^[531] ^[532] ^[533] ^[534] ^[535] ^[536] ^[537] ^[538] ^[539] ^[540] ^[541] ^[542] ^[543] ^[544] ^[545] ^[546] ^[547] ^[548] ^[549] ^[550] ^[551] ^[552] ^[553] ^[554] ^[555] ^[556] ^[557] ^[558] ^[559] ^[560] ^[561] ^[562] ^[563] ^[564] ^[565] ^[566] ^[567] ^[568] ^[569] ^[570] ^[571] ^[572] ^[573] ^[574] ^[575] ^[576] ^[577] ^[578] ^[579] ^[580] ^[581] ^[582] ^[583] ^[584] ^[585] ^[586] ^[587] ^[588] ^[589] ^[590] ^[591] ^[592] ^[593] ^[594] ^[595] ^[596] ^[597] ^[598] ^[599] ^[600] ^[601] ^[602] ^[603] ^[604] ^[605] ^[606] ^[607] ^[608] ^[609] ^[610] ^[611] ^[612] ^[613] ^[614] ^[615] ^[616] ^[617] ^[618] ^[619] ^[620] ^[621] ^[622] ^[623] ^[624] ^[625] ^[626] ^[627] ^[628] ^[629] ^[630] ^[631] ^[632] ^[633] ^[634] ^[635] ^[636] ^[637] ^[638] ^[639] ^[640] ^[641] ^[642] ^[643] ^[644] ^[645] ^[646] ^[647] ^[648] ^[649] ^[650] ^[651] ^[652] ^[653] ^[654] ^[655] ^[656] ^[657] ^[658] ^[659] ^[660] ^[661] ^[662] ^[663] ^[664] ^[665] ^[666] ^[667] ^[668] ^[669] ^[670] ^[671] ^[672] ^[673] ^[674] ^[675] ^[676] ^[677] ^[678] ^[679] ^[680] ^[681] ^[682] ^[683] ^[684] ^[685] ^[686] ^[687] ^[688] ^[689] ^[690] ^[691] ^[692] ^[693] ^[694] ^[695] ^[696] ^[697] ^[698] ^[699] ^[700] ^[701] ^[702] ^[703] ^[704] ^[705] ^[706] ^[707] ^[708] ^[709] ^[710] ^[711] ^[712] ^[713] ^[714] ^[715] ^[716] ^[717] ^[718] ^[719] ^[720] ^[721] ^[722] ^[723] ^[724] ^[725] ^[726] ^[727] ^[728] ^[729] ^[730] ^[731] ^[732] ^[733] ^[734] ^[735] ^[736] ^[737] ^[738] ^[739] ^[740] ^[741] ^[742] ^[743] ^[744] ^[745] ^[746] ^[747] ^[748] ^[749] ^[750] ^[751] ^[752] ^[753] ^[754] ^[755] ^[756] ^[757] ^[758] ^[759] ^[760] ^[761] ^[762] ^[763] ^[764] ^[765] ^[766] ^[767] ^[768] ^[769] ^[770] ^[771] ^[772] ^[773] ^[774] ^[775] ^[776] ^[777] ^[778] ^[779] ^[780] ^[781] ^[782] ^[783] ^[784] ^[785] ^[786] ^[787] ^[788] ^[789] ^[790] ^[791] ^[792] ^[793] ^[794] ^[795] ^[796] ^[797] ^[798] ^[799] ^[800] ^[801] ^[802] ^[803] ^[804] ^[805] ^[806] ^[807] ^[808] ^[809] ^[810] ^[811] ^[812] ^[813] ^[814] ^[815] ^[816] ^[817] ^[818] ^[819] ^[820] ^[821] ^[822] ^[823] ^[824] ^[825] ^[826] ^[827] ^[828] ^[829] ^[830] ^[831] ^[832] ^[833] ^[834] ^[835] ^[836] ^[837] ^[838] ^[839] ^[840] ^[841] ^[842] ^[843] ^[844] ^[845] ^[846] ^[847] ^[848] ^[849] ^[850] ^[851] ^[852] ^[853] ^[854] ^[855] ^[856] ^[857] ^[858] ^[859] ^[860] ^[861] ^[862] ^[863] ^[864] ^[865] ^[866] ^[867] ^[868] ^[869] ^[870] ^[871] ^[872] ^[873] ^[874] ^[875] ^[876] ^[877] ^[878] ^[879] ^[880] ^[881] ^[882] ^[883] ^[884] ^[885] ^[886] ^[887] ^[888] ^[889] ^[890] ^[891] ^[892] ^[893] ^[894] ^[895] ^[896] ^[897] ^[898] ^[899] ^[900] ^[901] ^[902] ^[903] ^[904] ^[905] ^[906] ^[907] ^[908] ^[909] ^[910] ^[911] ^[912] ^[913] ^[914] ^[915] ^[916] ^[917] ^[918] ^[919] ^[920] ^[921] ^[922] ^[923] ^[924] ^[925] ^[926] ^[927] ^[928] ^[929] ^[930] ^[931] ^[932] ^[933] ^[934] ^[935] ^[936] ^[937] ^[938] ^[939] ^[940] ^[941] ^[942] ^[943] ^[944] ^[945] ^[946] ^[947] ^[948] ^[949] ^[950] ^[951] ^[952] ^[953] ^[954] ^[955] ^[956] ^[957] ^[958] ^[959] ^[960] ^[961] ^[962] ^[963] ^[964] ^[965] ^[966] ^[967] ^[968] ^[969] ^[970] ^[971] ^[972] ^[973] ^[974] ^[975] ^[976] ^[977] ^[978] ^[979] ^[980] ^[981] ^[982] ^[983] ^[984] ^[985] ^[986] ^[987] ^[988] ^[989] ^[990] ^[991] ^[992] ^[993] ^[994] ^[995] ^[996] ^[997] ^[998] ^[999] ^[1000]
6. The Deanship of Research and Graduate Studies acknowledges the receipt of grievance to the applicant, and the Dean of Research and Graduate Studies forwards grievance to the research reward committee to investigate the grievance.

7. The committee submits observations and recommendations to the Dean of Research and Graduate Studies, and the final decision is communicated to the applicant and the Office of Human Resource, as applicable.

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	21/10/2018	New policy	Dean of Research and Graduate Studies
V 2.0	27/10/2019	Total review and restructure to improve quality of AU Publications: Higher rewards, awarding financial incentives for international collaborations, introducing incentives for highly cited papers/researchers.	Dean of Research and Graduate Studies
V 2.1	30/09/2020	Minor changes on the Title and Procedures	Dean of Research and Graduate Studies
V 2.2	30/11/2021	Minor changes	Dean of Research and Graduate Studies
V 2.3	09/02/2021	Minor changes	Dean of Research and Graduate Studies
V 2.4	11/10/2023	Minor general changes	Dean of Research and Graduate Studies
V 2.5	10/01/2024	Minor updates - Inclusion/exclusion of document types and setting a limit on the total number of authors in a publication eligible for research reward.	Dean of Research and Graduate Studies
V 2.6	30/05/2025	The updated policy replaces the upper cap for research paper and citation rewards with a threshold-based calculation. It introduces a 5% bonus for international collaboration and another 5% if the AU author is the first author, renaming Category 2 as International Collaboration and Authorship. Financial rewards are adjusted based on QS subject areas, with increases for Natural Sciences (10%), Social Sciences & Management (20%), and Arts & Humanities (30%). The highest-rewarded subject area is applied for papers classified in multiple QS subject areas. Research rewards for multidisciplinary journals are set at 50% of the standard rate. Category-4 citations now use Field-Weighted Citation Impact (FWCI) instead of raw citations, with rewards based on QS subject areas and FWCI. The FWCI of papers published five years prior is used for calculations, with a minimum FWCI of 2.0 required for eligibility.	Dean of Research and Graduate Studies

AU Authorship Policy

Policy Owner	Vice Chancellor for Academic Affairs (VCAA)	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

The purpose of this document is to establish clear guidelines for authoring scientific publications at Ajman University (AU). These guidelines apply to articles, abstracts, conference papers, books/book chapters, patents, scientific reports, presentations, and funding applications. All AU faculty, research staff, students etc. (referred to as AU staff hereafter) must be aware of and adhere to these guidelines regarding scientific authorship.

Policy Statements

1. AU staff must adhere to all research-related standards outlined in AU and Deanship of Research and Graduate Studies documentation, as well as internationally adopted ethical principles and standards pertaining to the integrity of scientific research and publications.
2. Authorship of a scientific publication should be limited to individuals who make meaningful and substantive intellectual contributions to its content.
3. All authors are responsible for objectively assessing their roles in the scholarly activity and the roles of their co-authors. This ensures that authorship is attributed in accordance with these standards for all publications in which they are listed as authors.
4. Each author must participate sufficiently in the work and take public responsibility for its content.
5. Authors bear full responsibility for the integrity of the academic research. AU assumes no responsibility for the content of any research publication.
6. AU faculty must respect the intellectual contributions and publication rights of students (undergraduate and graduate) and other research staff. Faculty must acknowledge their contributions and include them as authors, including main authorship, whenever they meet the criteria for authorship.
7. The use of ghost or gift authorship is considered unethical and a violation of this policy, for definitions of ghost/gift authorship refer to Authorship Procedures and Guidelines.
8. The use of AU staff's affiliation without proper AU affiliation in any scientific publication is a violation of AU regulations and may result in disciplinary action.

Procedures and Guidelines Definitions

AU Staff	Includes AU faculty (all academic ranks from lecturer and above, including adjuncts), teaching assistants, clinical instructors, full-time and part-time research assistants and research staff, postgraduate students, undergraduate students, and any other AU rank directly or indirectly involved in scientific research and scholarly work.

Scientific Publication	Any publication resulting from a scholarly activity (definition as per CAA standard), such as research articles, abstracts, conference papers, books/book chapters, patents, scientific reports, presentations, and funding applications.
Main Author	The individual who leads a scientific research/activity and makes the largest contribution compared to other co-authors, typically the first author. The main author ensures adherence to authoring standards and approves the research for publication, sharing full responsibility for its integrity.
Corresponding Author	The experienced author responsible for manuscript corrections, proofreading, correspondence with editors during the submission process, handling revisions, and resubmission until manuscript acceptance.
Co-Authors	Individuals who participate and make substantial contributions to the scholarly activity and publication preparation. Each co-author is responsible for considering their role in the project and whether it merits authorship attribution. Co-authors should review and approve the manuscript before submission.
Gift Author	A person included as an author in a scientific publication without contributing to or meeting authorship criteria for the academic work.
Ghost Author	An individual who meets authorship criteria and contributes to the scholarly activity or publication but is not listed as an author.

General Guidelines

1. AU staff involved in research and scholarly endeavors must adhere to the highest ethical standards, especially regarding the publication and dissemination of research findings and conclusions.
2. AU recognizes the variation in authorship practices across academic disciplines, and this document aims to accommodate disciplinary best practices while preventing inappropriate authorship assignments.
3. AU expects all staff engaged in scientific research and scholarly work to acknowledge the contributions of individuals involved in the design, conduct, or dissemination of the work without overattributing or ignoring meaningful contributions.
4. All authors are expected to participate in
 - Scholarship, which includes contributing to the work's components (e.g., initiating and nurturing the concept, designing experiments/surveys, analyzing or interpreting results) leading to the scientific publication.
 - Drafting, reviewing, and/or revising the manuscript.
 - Approving the manuscript/presentation/paper for submission and provide their consent before publication.
5. These guidelines serve as a general framework and may not apply universally. AU staff should seek further guidance from the Deanship of Research and Graduate Studies when necessary.

Authorship

6. The main author is responsible for obtaining research ethics approval, if applicable, before commencing the research work and submitting a scientific publication.
7. Authorship should be agreed upon by the entire team at an early stage of the research, whenever possible.

Order of Authors

8. AU staff must adhere to professional standards and norms in their respective fields to determine the order of authors in joint research work. The main author is responsible for determining the order based on actual contributions to the scientific work and research publication.
9. The main author, potential authors, and order of authors should be defined and agreed upon as early as possible in the research process. The main author should communicate this information to all authors via email, keeping a written record of the communication.
10. Early initiation of discussion on attribution is crucial to prevent confusion and conflicts regarding the order of authorship.

Disputes

11. In cases of disputes related to authorship, order of authorship, or any other related matter, individuals should seek the guidance of their college Dean for resolution.
12. If disputes cannot be resolved at the college level, the college Dean will forward the matter to the Dean of Research and Graduate Studies for a final decision.

Acknowledgements

13. Authors must acknowledge the source of funding (e.g., AU Funded Internal Research Grants or other funding bodies) in the acknowledgment section of the scientific publication.
14. Contributions that do not meet the criteria for authorship, as defined in the Authorship Policy and this document, should be recognized in the acknowledgment section of the scientific publication.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	30/01/2020	New policy	Dean of Research and Graduate Studies
V 1.1	30/09/2020	Minor change on the policy title	Dean of Research and Graduate Studies
V 1.2	11/10/2023	Minor general changes	Dean of Research and Graduate Studies

Research Article Publication Fee Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	July 2025
		Next Review Date	July 2028

Purpose

Ajman University (AU) is dedicated to disseminating its research and scholarships to a wider community and contributing to the academic and societal growth. To achieve this, AU has developed a policy, guidelines, and procedures to contribute to publication and associated charges to facilitate publication of high quartile research articles. By making AU research more accessible, AU aim to increase its visibility, impact, and citations for the benefit of researchers, the University, and society.

Policy Statements

1. To qualify for any publication fee category, the following criteria must be met:
 - a. An AU author, as defined in this document, refers to any individual affiliated with Ajman University who holds a valid contract with the University. This includes, but is not limited to, Adjunct Research Associates or Professors, AU staff members, AU Adjunct faculty, visiting researchers participating in a faculty exchange program etc.
 - b. The research paper must clearly indicate the correct AU affiliation.
 - c. The AU author's primary/first affiliation must be Ajman University, except for Adjunct Research Associates or Professors (ARA/ARP), who may use a second or higher affiliation of Ajman University.
 - d. The research paper should be accepted for publication in a journal classified as Scopus-Q1 or Scopus-Q2, determined based on the CiteScore percentile from the Scopus website at the time of evaluation by the Deanship of Research and Graduate Studies. More details can be found in the AU Guidelines for Research Publications. This point is not applicable for Submission, Editing and Translation charges.
 - e. AU will not provide financial support for any research paper where the number of authors exceeds the affiliation cap established by QS for the relevant discipline. Papers that exceed this affiliation cap will not be eligible for publication fee support under this policy. For the affiliation cap information, please refer to the following website: https://support.qs.com/hc/en-gb/article_attachments/9823114732700
 - f. The approval of payment under this policy is subject to the availability of budget and funds.
2. The maximum financial contributions provided by AU towards the publication or APC fee are as follows:
 - a. In cases where the paper is accepted for publication in a Scopus-Q1 journal (excluding Multidisciplinary Journals with ASJC code 1000), full publication charges, as per invoice, may be covered by the University, subject to the approval of Dean of Research and Graduate Studies.

- b. For Scopus-Q2 papers, AU may support a maximum of USD 2,000.
 - c. The maximum financial support provided by AU for multidisciplinary publications (ASJC code 1000) is capped at 1,000 USD, provided the journal is classified as Scopus Q1 or Q2. This condition does not apply to journals published by Springer Nature, such as *Scientific Reports*, which are eligible for publication fee support in accordance with AU's standard policies for Scopus-Q1 or Q2 publications.
 - d. The Dean of Research and Graduate Studies can approve publication charges for any other publication or category, provided that such approval aligns with the university's best interests.
3. By applying, the author agrees to take full responsibility for the appropriate use of all financial contributions received from AU under this policy.
 4. AU authors must submit publication fee request on ORS system, or as directed by the Deanship of Research and Graduate Studies.
 5. For the purposes of this policy, the term 'publication fee or charges' is defined as all fees associated with the publication of eligible research papers. This includes, but is not limited to, Article Processing Charges, fees for extra page length, color figures, and other costs directly related to the publication process.

Editing Charges

6. AU may contribute to the payment of editing charges if the following conditions are met:
 - a. The paper is provisionally accepted or in the final stages of acceptance in a top 10 percentile Scopus-indexed journal (excluding Multidisciplinary journals with ASJC code 1000) within the authors' research area (i.e., AU-A* and Scopus indexed), where all other reviewers' comments have been addressed, except for the final editing, and the publisher requires authors to submit proof of professional editing.
 - b. The AU author is the main (first or corresponding) author.
7. The Dean of Research and Graduate Studies can approve a maximum of USD 400 per paper for editing charges.

Translation charges

8. AU may contribute to the payment of translation charges if the following conditions are met:
 - a. The applicant is teaching in a program where the main medium of instruction is Arabic.
 - b. The paper is accepted for publication in a Scopus-Q1 or Scopus-Q2 journal (excluding Multidisciplinary journals with ASJC code 1000), determined based on the CiteScore percentile from the Scopus website. For details, refer to the AU Guidelines for Research Publications.
9. The Dean of Research and Graduate Studies can approve a maximum of USD 400 per paper for translation charges.

Submission Charges

10. To be eligible for the reimbursement of submission fees, the following criteria must be met:
 - a. AU financial contributions in submission fees are applicable only in the disciplines of Finance and Accounting.

- b. The research paper is submitted to a journal classified as Scopus-Q1 (excluding Multidisciplinary journals with ASJC code 1000), determined based on the CiteScore percentile from the Scopus website. For more details, refer to the AU Guidelines for Research Publications.
 - c. The AU author must be either the first or corresponding author of the paper.
11. The cost of a single submission fee expense should not exceed USD 500.
 12. The maximum financial contributions provided by AU towards supporting submission fees will be USD 800 per faculty member per academic year.

Procedures and Guidelines

Procedures for APC approval and reimbursement

1. To ensure timely processing, AU authors must submit a request for publication charges approval to the Deanship of Research and Graduate Studies (using ORS, or as advised by the Deanship of Research and Graduate Studies) as soon as they receive notification of final acceptance of the paper or within three months of receiving the notification of final acceptance. If an applicant fails to submit the request within the specified timeframe, they must provide valid reasons for the delay. The Dean of Research and Graduate Studies may consider approving a late application only if a valid reason is provided.
2. When a research article, meeting the eligibility criteria outlined in the respective Policy, is accepted for publication, the AU author must provide the following information while submitting an application on ORS:
 - a) A copy of the accepted paper, showing the names, order, and correct affiliations of all authors.
 - b) The title of the journal, along with evidence of its Scopus-Q1/Q2 status (e.g., a link or the latest screenshot from the Scopus website).
 - c) A notification of acceptance (e.g., email or letter) from the journal or publisher, clearly indicating the date of acceptance.
 - d) QS affiliation cap in the subject area of the paper.
 - e) Invoice or another document indicating the total publication fee / Article Processing Charge (APC) cost, including taxes and discounts (if any).
3. AU authors shall request an invoice from the journal/publisher and promptly submit the publication fee approval request.
4. AU authors are strongly advised to obtain approval from the Deanship of Research and Graduate Studies before submitting the final camera-ready version of the paper.
5. The Deanship of Research and Graduate Studies will process the request and communicate the final decision to the applicant via ORS.
6. After receiving approval, the AU author (i.e., the applicant submitting the publication fee request) pay the publication fee and submit a Research Publication Fee Reimbursement Request in ORS (or as directed by DRG) to apply for reimbursement.
7. The following documents and details must be attached to the reimbursement request:
 - a) Proof of payment; must include bank statement clearly showing total cost related to this payment.
 - b) Payment invoice with invoice number, exact title of the paper, etc. issued by the publisher.
8. Deanship of Research and Graduate Studies will process the reimbursement request within one week and submit request to release payment (via Dynamics or as advised by the Finance) to the Office of Finance.

9. In the final camera-ready or published version of the paper, the AU author acknowledge the support provided by the University in covering the publication or any other relevant charges.

Submission Fee Procedures

10. To ensure timely processing, authors affiliated with AU must submit a request to the Deanship of Research and Graduate Studies (using ORS) as soon as possible.
11. To obtain approval for the submission fee, the AU author should submit an application on ORS, including the following information:
 - a. A copy of the paper (that will be submitted for peer-review), indicating the names, order, and correct affiliations of all authors.
 - b. The title of the journal, along with evidence of its indexing (e.g., the latest screenshot from the Scopus website).
 - c. An invoice or email/document demonstrating the full amount required for the submission fee.
12. The Deanship of Research and Graduate Studies will process the request and inform the applicant of the final decision.
13. After receiving approval for the submission fee, the applicant (AU author) should proceed with paper submission, payment of the fee using the same procedure described above.
14. The AU author must acknowledge the University's support in covering the submission fee in the final camera-ready or published version of the paper.

Procedure related to Editing Fee

15. To ensure timely processing, authors affiliated with AU must submit a request to the Deanship of Research and Graduate Studies (using ORS) as soon as possible.
16. To obtain approval for the editing fee, the AU author should submit an application on ORS, providing the following information:
 - a. A copy of the submitted paper, displaying the names, order, and correct affiliations of all authors.
 - b. The title of the journal, along with evidence that it belongs to the top 10 percentile of Scopus-indexed journals in the authors' research area (i.e., AU-A* and Scopus indexed).
 - c. An invoice or email/document indicating the full amount required for the editing fee.
17. The Deanship of Research and Graduate Studies will process the request and inform the applicant of the final decision.
18. After receiving approval for the editing fee, the AU author (request applicant) should proceed with paper submission for editing, payment of the editing charges using the same procedure described above.
19. The AU author must acknowledge the University's support in covering the editing fee (and any other relevant charges) in the final camera-ready or published version of the paper.

Translation Charges Procedures

20. To ensure timely processing, authors affiliated with AU must submit a request to the Deanship of Research and Graduate Studies (using ORS) as soon as possible.
21. To obtain approval for translation charges, the AU author should submit an application on ORS, providing the following information:
 - a. A copy of the submitted paper, displaying the names, order, and correct affiliations of all authors.

- b. The title of the journal, along with evidence of its Scopus-Q1 or Scopus-Q2 status (e.g., the latest screenshot from the Scopus website).
 - c. An invoice or email/document indicating the full amount required for the translation charges.
22. The Deanship of Research and Graduate Studies will process the request and inform the applicant of the final decision.
 23. After receiving approval for the translation charges, the AU author (request applicant) should proceed with paper submission for translation, payment of the translation charges using the same procedure described above.
 24. The AU author must acknowledge the University's support in covering the translation charges (and any other relevant charges) in the final camera-ready or published version of the paper.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	30/09/2020	Initial Policy	Dean of Research and Graduate Studies
V 1.1	21/04/2021	The policy title and the statements have been updated. This policy is formerly called Open Access Article Processing Charge (APC) policy	Dean of Research and Graduate Studies
V.1.2	19/10/2023	The amount for APC support has been increased in line with the notable rise in publication charges.	Dean of Research and Graduate Studies
V.1.3	30/05/2025	The updated policy defines publication fees, including APCs, extra pages, and other article-related costs. Partial publication fee support categories have been eliminated, and the requirement for first or corresponding authorship or AU-funded research grants for full fee support has been removed. Caps on financial support have been revised, with specific provisions for multidisciplinary journals and certain publishers. QS subject area affiliation cap is now an eligibility requirement for publication fee support. The reimbursement process has been removed, with DRG now making direct payments to publishers upon approval, and procedures have been established for cases where fee support is capped.	Dean of Research and Graduate Studies
V.1.4	03/07/2025	This update includes the addition of a clear definition of "AU author," a revised reimbursement workflow removing the role of the Office of HR, and assigns the DRG to process reimbursements directly with the Office of Finance and Internal Audit. It also clarifies that associated publication charges are fully covered by AU.	Dean of Research and Graduate Studies

Research Conferences Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

The primary objective of Ajman University (AU) is to disseminate the research and academic activities conducted by its researchers to a broader community, thus contributing to the academic and societal domains in accordance with the University's research strategy and core values. The purpose of this policy, along with its accompanying procedures and guidelines, is to establish a framework that supports AU researchers in their participation in scientific conferences. By doing so, it aims to enhance the scientific and technical expertise of our esteemed faculty members. This policy is guided by the following objectives: (1) Encouraging innovative research at AU, (2) Facilitating knowledge exchange and research idea sharing, (3) Enhancing AU's Scopus indexed research outputs, (4) Providing opportunities for the AU research community to gain knowledge and experience in his/her research area.

Policy Statements

1. The provisions outlined in this policy shall be applicable to AU researchers, this includes all full time AU faculty members, as well as full time research staff in research centers and doctoral students enrolled at Ajman University.
2. During the duration of their degree program, doctoral students enrolled at Ajman University are permitted to attend a maximum of two international (outside UAE) conferences. For the purpose of per diem allowances and other relevant considerations, doctoral students shall be regarded as Ajman University staff when attending conferences.
3. This policy applies to applications made by AU researchers who have had their research paper accepted for presentation at a conference and are seeking support for their travel expenses or conference registration fees. The policy does not encompass cases where the applicant is solely requesting attendance at a conference without presenting an accepted research paper. Furthermore, participation in professional events, workshops, or similar activities will be governed by separate procedures related to the professional development plans of the respective college.
4. It is mandatory for the applicant to include correct Ajman University affiliation as their primary or first affiliation in the paper.
5. All applications for international conference participation shall be forwarded to the Vice Chancellor for Academic Affairs (VCAA) for a final decision. This applies regardless of any previous recommendations made by college-level ad-hoc committee, college Dean, or the Dean of Research and Graduate Studies.
6. The VCAA has the authority to approve or reject the participation of an AU researcher in a research conference. This decision is made considering the recommendation provided by the Dean of Research and Graduate Studies and the college Dean.

7. An applicant is not eligible to receive funding from the University to travel and present a research paper at more than one international conference within a single academic year. However, based on the applicant's track record and "quality" of the conference, the College Dean or Head of the Research Centre may make a recommendation for an AU researcher to participate in two international conferences per academic year.
8. In addition to funding for travel and presentation at conferences, Ajman University may also provide support to eligible applicants by covering the registration fees for additional conferences.
9. An applicant may be granted permission to attend additional international conferences during an academic year under certain circumstances. This includes instances where the applicant receives an invitation to participate as an invited or keynote speaker, and all expenses related to the conference are fully covered by the conference organizers. Alternatively, if the faculty member is willing to bear all expenses personally, attendance may also be permitted. The approval for attending additional conferences in such cases is subject to the discretion of the College Dean or Head of the Research Centre. The Deanship of Research and Graduate Studies must be notified by the College Dean or Head of the Research Centre regarding the decision to grant permission for such attendance.
10. College Dean may also allow applicants to attend and present papers in additional local conferences within the United Arab Emirates (UAE) during an academic year. The decision is based on factors such as the relevance of the conference to the applicant's research area, indexing of conference, national or international importance and the impact on their academic and professional development. To ensure proper record-keeping, the College Dean is responsible for notifying the Deanship of Research and Graduate Studies about the approved attendance at additional local conferences.
11. Requests for registration-only conferences don't need VCAA approval; the College Dean can approve them and notify the Deanship of Research and Graduate Studies. Only international conference travel applications require VCAA approval.

Finance related Policies

12. Ajman University sets a maximum limit for its financial contribution towards supporting an AU researcher's attendance at an international research conference. The total AU contribution, inclusive of all expenses, including conference registration fee, travel, accommodation, visa fees, and per diem, shall not exceed 20,000 AED per conference.
13. There is no maximum limit or cap for attending and presenting papers in local (within UAE) conferences, online conferences or registration fee-only requests.
14. The funding approved by AU for attending and presenting a research paper in a conference includes the following:
 - a. Conference registration fee, as applicable.
 - b. Travel, hotel accommodation, Per-Diem is as per AU Business Travel Policy with the following exceptions:
 - i. A return economy class airfare ticket is provided from the UAE (or from another airport during approved leaves or another business travel, provided the airfare from that airport is not higher than the fare from UAE as decided by the AU office of Community Engagement) to the conference host country. For other possible scenarios, Dean of Research and Graduate Studies can approve other ticket arrangements.

- ii. Per diem expenses will be provided for the duration of the conference, up to a maximum of three nights, following AU's Business Travel Policy. Additional per diem for any extra days will be provided as per the AU Business Travel policy.
 - c. Visa fee, if applicable.
15. The AU office of Community Engagement is responsible for the booking of air tickets and hotel accommodation (as applicable), for AU researchers attending research conferences. It is mandatory for these arrangements to be made through the AU office of Community Engagement. In some cases where an AU researcher wishes to handle the hotel booking process independently, and it's cheaper than the quotation provided by the Office of Community Engagement, they must obtain prior written approval from the Director of the AU office of Community Engagement.

Procedures and Guidelines

General Guidelines

1. Each college is responsible for proposing a budget for the professional development of its faculty, which includes provisions for their participation in research conferences and the presentation of research papers. The proposed budget must be submitted to the University for approval as per policies and procedures of the office of Budget.
2. AU researchers may be restricted from attending research conferences if their presence at the University is required by the college Dean. Restricted periods may include,
 - a. Examination and students' course registration periods,
 - b. Academic accreditation visits, and
 - c. Teaching obligations during the summer semester.

AU researchers should consult with the college Dean in advance before applying for conference travel during these restricted periods.

3. AU researchers are encouraged to submit papers and attend prestigious and well-established conferences indexed by Scopus. Participation in non-Scopus conferences may be allowed in certain disciplines, subject to scrutiny by department ad-hoc committee. The committee must provide a rationale for participation, ensuring conference quality and relevance to the research field.
4. AU researchers who have been previously supported by Ajman University to attend a research conference based on an abstract submission are eligible to apply for travel support for their next research conference. To qualify, one of the following conditions must be met:
 - a. The published abstract from the previous conference is indexed by Scopus and is citable, or,
 - b. AU researcher has submitted, published, or demonstrated substantial work towards a publication in a Scopus-indexed journal based on the previously presented abstract.
5. It is applicant responsibility to submit conference participation application as soon as possible or within one week of receiving the notification of acceptance from the conference. Timely submission allows for efficient processing and ensures sufficient time for necessary arrangements, such as travel bookings and conference registrations.
6. Conference participation applications are generally expected to be submitted during the Spring and Fall semesters only. However, in special cases where an applicant is anticipating a notification of acceptance and travel during the summer, the applicant must inform their Head of Department (HoD), college Dean, and the Deanship of Research and Graduate Studies in advance, preferably before the end of the second semester. In such cases, provisional acceptance may be considered, allowing for timely arrangements and planning.

Relevant Procedures

Approval Process

7. For research conferences where financial support from Ajman University is not requested, AU researchers should directly request approval from the Dean of their college. The college Dean will assess the request and provide approval if deemed appropriate. The college Dean or head of the research center should notify the Deanship of Research and Graduate Studies.
8. AU researchers who are interested in either (1) attending and presenting their paper(s) in an international research conference, or (2) requesting AU support to pay the conference registration fee only (without travelling and attending the conference), must submit their request using the designated *Conference Participation Application Form*, or as directed by the Deanship of Research and Graduate Studies. The application should be submitted to their respective Head of Department (HoD) or the head of the Research Centre (for research staff).

The following documents shall be included with the application:

- Conference Participation Application Form: Complete all relevant sections of the form.
 - Copy of the accepted research paper.
 - Notification of acceptance email or a letter confirming the acceptance of the paper in the conference.
 - Peer review reports of the paper from the conference (as applicable).
 - Indexing information of the conference: Provide evidence such as screenshots of the conference website or previous conference proceedings from Scopus.com.
 - Any other necessary documents.
9. Upon receiving a conference participation application, the Head of Department (HoD) or the Head of the Research Center shall establish an ad-hoc committee.
 10. Ideally, the ad-hoc committee reviewing the conference participation application should include at least one member from the college research committee.
 11. This committee will review the application and provide its recommendation by completing the relevant section of the application form. If the application is submitted by a research staff, the head of the research center shall directly forward the application to the Deanship of Research and Graduate Studies after obtaining Budget Approval through the secretary of the host college.
 12. The ad-hoc committee responsible for reviewing conference participation applications is not mandated to perform a technical evaluation of the paper. Instead, their job is to provide recommendations regarding the quality of the conference to the Head of Department or the Head of the research center. The committee should base their recommendations on the following criteria:
 - The papers published in the conference proceedings will be, or submitted for indexing in Scopus.
 - The conference is well established and has a good reputation in the specialized discipline of the applicant.
 - The conference provides a rigorous peer-review process for paper selection, ensuring the quality and relevance of the research presented.
 - The conference is organized, sponsored, or supported by a well-known professional organization or association.

13. Once the college dean endorses the conference participation application and obtains budget approval, the completed application along with all the supporting documents should be forwarded to the Deanship of Research and Graduate Studies.
14. After receiving the conference participation application along with the recommendations from the College Dean, the Dean of Research and Graduate Studies shall add his/her own recommendations in the relevant section of the Conference Participation Application Form. The complete application, including all endorsements and recommendations, is then forwarded to the VCAA for a final decision.
15. Upon receiving the final decision from the VCAA, the Deanship of Research and Graduate Studies is responsible for communicating the decision back to the applicant.
16. It is crucial to maintain the confidentiality of the entire process. The completed Conference Participation Application Form, along with any comments or recommendations from the ad-hoc committee, college Dean, Dean of Research and Graduate Studies, and the VCAA, should not be disclosed to the applicant. This confidentiality measure preserves the integrity and fairness of the decision-making process, while protecting the privacy and sensitivity of the internal evaluations and deliberations.

Post-Approval Process

17. Once the applicant receives the decision letter/email from the Deanship of Research and Graduate Studies, they are required to liaise with the office of AU Community Engagement for further assistance. The AU office of Community Engagement will provide support in accordance with the AU Business Travel policy. The following assistance will be offered:
 - Assisting the participant in obtaining an entry visa, if required.
 - Booking and issuing air tickets and arranging accommodation for conference travel: The AU office of Community Engagement, in consultation with the applicant, will handle the booking and issuance of air tickets, as well as make arrangements for accommodation during the conference as per Research Conference policy and AU Business Travel policy.
18. After attending a research conference supported by Ajman University, the AU researcher is required to submit the BT Completion form and Expenditure Reimbursement Form. Generally, the following documents shall be included:
 - Copy of the passport with entry and departure stamps, or copy of boarding passes,
 - Visa fee receipt (if paid by the applicant),
 - Copy of credit/debit card statements, as applicable,
 - Conference registration fee receipts (if applicable and paid by the applicant)
 - Applicable Per Diem charges as mentioned as per relevant policies.

The Office of Human Resources handles BT Completion form and the reimbursement process without any role of the Deanship of Research and Graduate Studies. Accordingly, the system and procedures in place, as announced by the Office of Human Resources, should be followed.

19. If an applicant has received approval for reimbursement of the conference registration fee only, they can proceed with making the payment. Once the payment has been made, the applicant can submit a reimbursement request for the registration fee along with the necessary attachments, which may include the registration receipt as proof of payment to the college secretary or as per procedures announced by the Office of Human Resource.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/10/2018	New policy	Dean of Research and Graduate Studies

V 1.1	30/09/2020	Revision- Addition of Purpose and Changes on the Policy Statements	Dean of Research and Graduate Studies
V 1.2	09/10/2023	The total AU contribution, which covers all expenses related to attending a conference has been updated.	Dean of Research and Graduate Studies
V 1.3	30/05/2025	The updated policy increases the maximum cap for conference funding per conference. Local conference registration and fees now require only college dean approval, with DRG notification, while international conference participation requires VCAA approval only if supported by AU. Reimbursement procedures have also been revised and are now managed by the Office of HR.	Dean of Research and Graduate Studies

Graduate Assistant (GA) Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	January 2025
		Next Review Date	January 2028

Purpose

The aim of graduate assistantship is to promote graduate programs at AU, increase enrollment in AU graduate programs and produce graduate students who become more learned, creative, and professional individual through formal instruction, interaction with faculty, research, and relevant academic experience. The objective of this initiative is to increase AU research outputs and to provide support to graduate faculty in their research.

Policy Statements

1. A Graduate Assistant (GA) is an individual who serves AU in a support role (teaching or research) while completing his/her graduate studies at AU.
2. The AU may offer selected graduate students
 - a. Sponsored Graduate Research Assistant (SGRA)
 - b. Sponsored Graduate Teaching Assistant (SGTA)
3. For graduate programs offered by AU, the University provides financial support to GA's in terms of full or partial tuition fee waiver and a monthly stipend in some categories. A GA should be enrolled as a full-time graduate student i.e. taking credits as per study plan in the University for the duration of their assignments.
4. The graduate assistantships can be terminated by the University.
5. The graduate assistantship will be provided during Fall and Spring semester only.
6. The maximum duration of graduate assistantship is the approved minimum official duration of the program.
7. Graduate assistantship is contingent upon student status, satisfactory degree progress (i.e. CGPA), and performance evaluation. For full GA's (working 20 hours/week), the supervisor must certify the performance as Good or higher, while for other categories, the performance must be graded as at least satisfactory at the end of each regular semester (i.e. Fall and Spring semesters only), endorsed by college Dean.
8. A GA must devote effort to formal study and assigned duties of teaching or research that are designed to enhance their university education. The Sponsored Graduate Teaching Assistants assist in the teaching of related undergraduate programs only. The stipend (as applicable) and/or Credit Hour (CR) fee reduction received by the GA is in recognition of these services and continuity of assistantship is subject to their satisfactory performance.
9. The full GA's (working 20 hours/week) shall work in the University as a full-time graduate student without any other part-time or full-time job, within or outside University, and generally not be recipient of any other AU scholarship or discount (either partial or full discount). Further, full GA's shall not be hired as Hourly Paid Research Assistants (HPRA) in AU internally funded research grants.

10. The appointing academic program coordinator and college Dean determines service requirements of students who hold these assistantships. In all cases, the award obligate awardees to no more than 20 hours per week of services that make a substantive contribution to the student's academic and professional development. If the GA determines that he/she cannot meet the requirements of the award, it is imperative that he/she notifies the program coordinator to initiate renegotiation or reassignment of the award with correspondingly less support.
11. It is the responsibility of the Graduate Program Coordinator and/or supervisor to make sure that the graduate assistants are fully aware of all related policies and procedures and abide by them.
12. For all GA categories, students are expected to register the required number of credit hours, as per their study plan and other university requirements.
13. The following table summarises the SGRA categories and related requirements (applicable for all programs except graduate programs offered by College of Dentistry and College of Pharmacy and Health Sciences):

SGRA Category	Maximum Tuition Fee Supported by AU (per semester)	SGRA Working Hours / week	Monthly Stipend (AED)	Minimum CGPA Requirements
Cat-1 SGRA (Full SGRA)	100% tuition fee up to 9 credit hours	20	4,000	3.5
Cat-2 SGRA (Half SGRA)	50% tuition fee up to 4.5 credit hours	10	2,000	3.0
Cat-3 SGRA (3-CR SGRA)	3 credit hours	5	0	3.0

The Cat-1 SGRA and Cat-2 SGRA are valid for all master's programs where thesis is a requirement as part of degree completion while Cat-3 SGRA is applicable to all graduate programs.

14. The following points summarises the SGRA arrangements in the College of Pharmacy and Health Sciences (SGRA-Pharmacy):
 - Graduate assistantship is provided to selected candidates for the partial tuition fee waiver (up to two third tuition waiver throughout the whole programme) as long as the GA maintains a good standing status and fulfils his/her graduate assistant duties as assigned by the College Dean. No further compensations or stipend is to be provided to the GA.
 - The GA provides their services as SGRA-Pharmacy for upto 14 working hours per week during the first three semesters of their study in the program. For tuition fee waiver of less than two third of the full tuition fee, the working hours are considered on a pro-rata basis.
 - The SGRA-Pharmacy must maintain a minimum CGPA of 3.0 throughout the program duration.
 - The SGRA-Pharmacy must follow the study plan devised by the college and complete their program over a maximum of 5 semesters.
15. The following points summarises the SGTA arrangements in the college of Dentistry:
 - Graduate assistantship is provided to selected candidates in the form of tuition fees waiver of up to 76,000 AED per academic year throughout the duration of programme as long as the GA maintains a good standing status and fulfils his/her graduate assistanceship (i.e. SGTA-Dentistry) duties as assigned by the College Dean. No further compensations are to be provided to the graduate assistants.
 - The SGTA-Dentistry must maintain a minimum CGPA of 3.0 throughout the program duration.

- The GA provides their services as SGTA-Dentistry for up to 20 working hours per week throughout the program. For tuition fee waiver of less than 76,000 AED per academic year, the working hours are considered on a pro-rata basis.
 - For any number of working hours less than 20 hours per week, the tuition fee waiver is counted on pro-rata basis. No further compensations are to be provided to the SGTA-Dentistry.
16. The following points summarises the SGTA arrangements in the College of Pharmacy and Health Sciences (SGTA-Pharmacy):
- Graduate assistantship is provided to selected candidates for the partial tuition fee waiver (up to two third tuition waiver throughout the whole programme) as long as the GA maintains a good standing status and fulfils his/her graduate assistant duties as assigned by the College Dean. No further compensations or stipend is to be provided to the GA.
 - The GA provide their services as SGTA-Pharmacy for 14 working hours per week during the first three semesters of their study in the program. For tuition fee waiver of less than two third of the full tuition fee, the working hours are considered on a pro-rata basis.
 - The SGTA-Pharmacy must maintain a minimum CGPA of 3.0 throughout the program duration.
 - The SGTA-Pharmacy must follow the study plan devised by the college and complete their program over a maximum of 5 semesters.

Procedures and Guidelines

Selection Procedures

17. The dean of Deanship of Research and Graduate Studies allocates a suitable budget for relevant graduate assistantship (excluding some categories where budget is allocated by the respective colleges) for graduate programs and informs graduate program coordinators and college deans the allocated funds (i.e. total number of credit hours supported and funds for monthly stipend) as soon as budget is approved.
18. The Graduate Program Coordinators, and College Deans advertise such positions and also use their personal contacts to search outstanding graduates with strong potential for graduate studies and research to apply for these positions. They can also use their networking to invite outstanding graduates from UAE or abroad.
19. All students enroll in the program shall have the opportunity to apply and compete for graduate assistantship, as they wish.
20. At the start of each academic year, the college Dean shall form an ad-hoc selection committee to review student applications, interview the short-listed candidates, assess candidates based on a pre-defined criterion and recommend candidates to the dean of Deanship of Research and Graduate Studies for approval. The college dean send all details, such as recommendation form (with scores against set criteria), CV's of short listed candidates, copy of email/advertisement sent to all students etc. to the Deanship of Research and Graduate Studies with recommendations.
21. The dean of Deanship of Research and Graduate Studies send approval to the college Dean and notify other relevant offices such as Audit, Finance etc. College Dean, then, inform applicants formally and hire them on the positions.
22. All selected GA's will be required to sign service contracts before commencing their work.
23. The graduate program coordinator and college dean will be responsible for assigning a supervisor for each SGRA, while SGTA will work under the program coordinator and college Dean.

24. The supervisor(s) will be informed about expected outcomes and they shall be responsible to ensure that the research task is well-defined and properly supervised to achieve these outcomes.

Roles and Responsibilities of SGTA and SGRA

25. SGRA are typically involve in conducting research under the supervision of a faculty member or a senior researcher. Their roles and responsibilities may vary depending on the field of study, the research project, and the requirements of the faculty member or researcher they are working with. Some of the typical roles and responsibilities of GRAs include:
 - a. Successfully executing the tasks assigned to him/her as per agreed upon criteria communicated by the Dean of the College and/or Supervisor;
 - b. Conducting literature reviews and collecting data relevant to the research project;
 - c. Assisting with experimental design and data collection;
 - d. Conducting statistical analyses and interpreting research findings;
 - e. Participating in lab meetings and presenting research findings;
 - f. Collaborating with other members of the research team;
 - g. Assisting with grant proposal writing and manuscript preparation;
 - h. Cooperate with the Supervisor and Staff Members; shall fulfill all research tasks assigned to them as part-time Research Assistant in the best possible manner and to complete satisfaction of research supervisor(s) assigned by his/her department/college.
26. The typical role and responsibilities of SGTA (Pharmacy and Dentistry) are as follows:
 - a. Conduct Seminars/ workshops /work in labs/clinical activities as assigned by supervisor;
 - b. Lectures in the Campus when needed;
 - c. Work according to supervisor direction and supervision;
 - d. Ensure applying the safety roles set by AU EHS office in the labs and clinics, as applicable;
 - e. Manage the lab/clinic discussion at the beginning of each session, as per supervisor instructions;
 - f. Work in the lab or clinic to provide support to the faculty;
 - g. Assist the faculty in planning and preparation for lab and clinical activities;
 - h. Plan, prepare, and develop various teaching aids;
 - i. Assist faculty in all clinical and lab assessment tasks including exam invigilation;
 - j. Prepare for the lab or clinical demonstration including models, instrument, etc. before the beginning of lecture, lab or clinical sessions;
 - k. Work with clinical staffs to provide quality patient treatments;
 - l. Refer patients to appropriate specialists when needed;
 - m. Stay abreast with latest developments and techniques in their area;
 - n. Work with clinical staffs in managing patient appointments and scheduling to achieve productivity goals;

Progress Monitoring

27. Graduate Assistants should have regular meetings with the appointed supervisors on a regular basis and keep a record of such meetings.
28. Graduate Assistants submit progress report to the supervisor, who submits report with his/her evaluation to the college member of Council of Graduate Studies, at the end of each Fall and Spring semesters.

29. The college member of Council of Graduate Studies forwards progress report to the Deanship of Research and Graduate Studies with his/her comments and endorsement from the College Dean.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/10/2018	Initial policy	Dean of Research and Graduate Studies
V 1.1	01/10/2020	Updated Policy	Dean of Research and Graduate Studies
V 1.2	07/12/2022	Minor updates	Dean of Research and Graduate Studies
V 1.3	29/03/2023	Minor updates	Dean of Research and Graduate Studies
V 1.4	05/10/2023	Minor update – SGTA in CoPHS	Dean of Research and Graduate Studies
V 1.5	31/01/2025	Minor update – Updated wording replaces 'must not' with 'generally not,' allowing for potential exceptions to the restriction on hiring GAs who are recipients of AU scholarships or discounts.	Dean of Research and Graduate Studies

Student Research Support Policy

Policy Owner(s)	Vice-Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Introduction

Ajman University (AU) is dedicated to supporting student research by providing access to university facilities and resources, fostering an appropriate research environment, and encouraging creative thinking, inquiry, and scholarship. AU ensures that all necessary resources for students' research projects, theses, or dissertations are available, taking into consideration individual needs, abilities, and expectations. The purpose of this document, along with the accompanying guidelines and procedures, is to offer general guidance to students in their research endeavours. It is essential to read this policy in conjunction with other relevant policies and avenues of support for researchers, including AU Graduate Studies Policies and Procedures, as well as other pertinent DRG policies and procedures.

Policy Statements

1. Students undertaking research projects will be granted access to relevant information and communication technology that aligns with their area of study, research project, and mode of enrolment, as provided by the college.
2. The approval of graduation project proposals, theses, or dissertations by student supervisors is contingent upon the availability of adequate resources to support the proposed research.
3. The student research support funds may only be utilized for the purchase of hardware, software, testing samples, consumables, data collection, databases, subscriptions, and related categories. These funds shall not be allocated to pay students, supervisors, research assistants, or any other personnel.
4. Doctoral students may receive additional support to attend a maximum of two national or international conferences during the entirety of their degree program, as outlined in the AU Conference Policy. University business travel regulations apply. Doctoral students shall be regarded as AU staff for per diem and other purposes.
5. For undergraduate research projects, support per project shall not exceed 1,500 AED.

Procedures and Guidelines

1. The Dean of Research and Graduate Studies will propose a reasonable budget to support students' research for each academic year.
2. The student supervisor, in collaboration with the student(s) and the research project team, will assess the need for any additional resources beyond the standard provision for the graduation project/thesis/dissertation. If additional resources are required, a request should be made to the college Dean (copying the head of department or graduate program coordinator).
3. The supervisor's request should include all the necessary information about the proposed work, the required resources, the reasons why alternative solutions are not feasible, and the expected

outcomes. In the case of undergraduate graduation research projects, a compelling justification indicating the appropriateness of the request is required.

4. The college Dean has the authority to either allocate funds for the additional requirements from the college budget or funds designated for student projects/thesis/dissertations, reject the application, or endorse the request with justifications and forward it to the Deanship of Research and Graduate Studies. This step is necessary to secure support for the difference between the standard provisions and any alternative requirements essential for the research project at the time of proposal submission.
5. The Dean of Research and Graduate Studies will review the request and communicate the decision back to the college Dean (copying the student supervisor, program coordinator, and the Office of Finance, Budget, and Internal Audit).

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	06/07/2021	New Policy	Dean of Research and Graduate Studies
V 1.2	11/10/2023	The initial policy is Thesis and Dissertation Support Policy, it has been renamed and updated in line with the new strategic plan, to include more support to the undergraduate student research	Dean of Research and Graduate Studies

Graduate Faculty Thesis/Dissertation Load Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	October 2021
		Next Review Date	October 2024

Purpose

This policy aims to provide guidelines related to the thesis/dissertation (Masters and Doctoral programmes) supervision for the graduate programs offered at Ajman University (AU).

Policy and Procedures

Ajman University strongly encourages all academic colleges to implement faculty workload allocation for thesis/dissertation supervision that is included in calculation of normal teaching load of faculty. All outload cases are considered as exceptions.

Master's programs – Inload

1. For the master's programs, the equivalent teaching load for the supervision of thesis (or masters level graduation project) is 1 credit hour per student for the entire duration of thesis/project registration. If the thesis/project work is not completed in the required period as per study plan of the program, then the thesis will be registered as In progress (IP) with zero supervision load to the faculty till completion.

Doctoral programs – Inload

2. For the doctoral programs, the equivalent teaching load for the supervision of dissertations is 4 credit hour per student for the entire duration of dissertation registration. If the dissertation work is not completed in the required period as per study plan of the program, then the dissertation will be registered as in progress (IP) with zero load to faculty.

Additional Guidelines

3. Normally, a faculty member may not receive more than 3 credit hour per semester for the supervision of thesis/project/dissertation.
4. For certain programs where intensive graduate level supervision is required, higher teaching load for supervision may be assigned with prior approval from the Vice Chancellor for Academic Affairs (VCAA).
5. The supervisors (principal and co-supervisors) contribution percentages, wherever applicable, must be defined and agreed by the supervisory team and shall be approved by the college Dean in consultation with the graduate program coordinator at the start of supervision by the main or principal supervisor. The main supervisor always have the highest number allocation as they are administratively responsible for the student.
6. For the cases of outload supervisory arrangements, any paid-incentive for the supervision-load to the faculty will be determined based on related university regulations.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	26/10/2021	New policy	Dean of Research and Graduate Studies

Graduate Studies Policies and Procedures

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Research and Graduate Studies
Approved By	Chancellor	Effective Date	February 2024
		Next Review Date	February 2027

Abbreviations/Terminology

AU	Ajman University
RGS	Research and Graduate Studies
DRG	Deanship of Research and Graduate Studies
VCAA	Vice Chancellor for Academic Affairs
HEI	Higher Education Institute
OIPE	Office of Institutional Planning and Effectiveness
CGS	Council of Graduate Studies at AU
CoR	Council of Research at AU
College	Academic College at Ajman University
Dean	Dean of Academic College
CFAA	Council for Academic Affairs
GPC	Graduate Program Coordinator
PDC	Proposal Defense Committee
TEC	Thesis Examination Committee
DEC	Dissertation Examination Committee
GA	Graduate Assistant - An individual who serves in a support role while completing his/her graduate studies at AU.
Graduate Student	A student who is studying for a degree that is higher than the one received after four years of study at a college or university.
Graduate Program	A graduate program is an advanced academic curriculum that leads to a higher- level degree (a master's or doctorate), with specific eligibility criteria, coursework, assessments, and qualifications upon completion.
Graduate Faculty	AU faculty teaching/supervising graduate courses/students
Thesis	A compilation of research work that demonstrates that a student is knowledgeable about the information learned throughout the master's program. Thesis is a research work that marks the end of a master's program.
Dissertation	A compilation of research work and the creation of new knowledge, theories, practices during doctoral studies. Dissertation is a research work that marks the end of a doctoral program.

Introduction

The Ajman University (AU) Graduate Studies Policies aim to provide a framework and ensure consistency for all graduate programs offered at AU, including master's and doctoral programs. It is mandatory for all graduate programs at AU to comply with the policies outlined in this document. The University expects full adherence to the graduate studies policies from all AU faculty, staff, and graduate students. The Council of

Graduate Studies (CGS) and the Deans are responsible for ensuring that the information is effectively communicated to all graduate faculty and students.

1. Scope of Document

In accordance with the comprehensive scope of these policies, they apply universally to all AU graduate programs, encompassing faculty, staff, researchers, and students alike. The VCAA retains the authority to address cases not explicitly covered herein and to grant exceptions when deemed necessary.

1.1 Role and Responsibilities of DRG

Deanship of Research and Graduate Studies (DRG) ensures the highest standards and quality of AU graduate programs and research conducted by its faculty members. As per DRG By-laws, the Dean of Graduate Studies and Research chairs Council of Graduate Studies, having members representing all colleges offering graduate programs at AU.

1.2 Role and Responsibilities of the College Dean

The Dean of each academic college offering graduate program(s) shall appoint a Graduate Program Coordinator (GPC) for each graduate program offered in the college and a representative of graduate programs in the Council of Graduate Studies (CGS). The Dean of each academic college designates a faculty liaison, who as a member of the Council of Graduate Studies, is responsible for overseeing all graduate programs in the college and serves as the principal communication channel between the DRG and the college.

The GPC and Dean are responsible for ensuring that graduate students with assistantships fulfil their responsibilities and meet the requirements. Failure to do so may result in termination of the scholarship or assistantship, as per graduate assistantship policy.

Generally, the college is responsible for providing comprehensive support to graduate students, including, but not limited to, facilitating timely graduation, offering supervision and training, and providing partial scholarships. The Dean ensures the availability of necessary resources and support for program coordinators and enforces policies on class sizes for effective learning at the graduate level.

1.3 Graduate Program Coordinator (GPC)/Member of CGS

Each graduate program must have a faculty member, as a Graduate Program Coordinator (GPC), who is responsible for the daily operations of the programs including all issues related to the graduate students in that particular program and report to college Dean. GPC serves as a resource and contact person about rules, regulations and procedures related with the graduate program.

1.4 Classification of Graduate Programs

Graduate programs at AU are classified into two main categories. First, research based graduate programs that require graduate students to complete and successfully defend a thesis or dissertation with original research to advance the body of knowledge in front of a designated Thesis or Dissertation Examining Committee (TEC or DEC). Second, professional based graduate programs (i.e., MBA and DBA) that have different emphasizes and requirements as part of degree completion, where advancing the practices is a core criterion for awarding the degree. These classifications guide the structure and expectations of graduate programs at AU.

2. Master's Degree at Ajman University

The master's degree programs at AU consist of a minimum of one year of advanced graduate study, requiring at least 30 credit hours beyond the bachelor's level. These programs emphasize research or professional skills, and methodology, and typically culminate in a research thesis or capstone project. The subsequent sections solely address policies pertaining to master's thesis. Arabic-based programs follow the merit of this policy with some different procedural arrangements in relation to the appointment of supervisors, examiners, and thesis defense.

2.1 Master's Thesis

Graduate students enrolled in master's research degree programs at AU are required to undertake independent research guided by their thesis supervisor and produce a thesis as the culmination of their studies. The number of credits allocated to the thesis component may vary between 6 and 9 credits. Thus, each master's program should comply with the specified/assigned dissertation's number of credit hours in the CAA approved study plan for the relative program. The master's thesis should demonstrate a comprehensive understanding of previous work in the field, showcase the ability to conduct research, and effectively organize research findings.

2.2 Thesis Supervisor/Co-Supervisor(s)

The graduate program coordinator, in consultation with the student, must nominate a principal supervisor for approval by the college Dean. The principal supervisor must be a full-time AU active faculty member in research. A principal supervisor may oversee up to 10 theses, with exceptions granted by the VCAA. Conflict of interest cases are resolved by the GPC and college Dean or escalated to the Dean of RGS. Co-supervisors, if appointed, meet regularly to monitor progress, address concerns, and maintain records. Adjunct AU faculty may serve as co-supervisors.

2.3 Thesis Proposal

In graduate programs, students are required to submit a thesis proposal. The proposal serves to identify a research problem, outline the research approach, and specify the necessary resources and timeframe for completing the study. Students must submit their thesis proposal to the Proposal Defense Committee (PDC) through their principal supervisor (or GPC) for approval by no later the end of the semester in which they registered for the thesis.

2.4 Thesis Examination Committee (TEC)

The formation of the Thesis Examination Committee (TEC) can be initiated when a student registers for their thesis. The committee composition includes the student's principal supervisor, co-supervisor(s) if applicable, a well-recognized external examiner, and an internal examiner chosen from relevant full-time faculty members or adjunct faculty. The selection of external examiner(s) follows the supervisor's recommendation, ensuring no conflicts of interest and preferring individuals with the rank of full Professor from internationally recognized universities. The Chair (GPC or a nominee [i.e., internal examiner]) of the TEC submits the report to the student upon approval from the Dean.

2.5 Research Publications Requirements

In preparation for the thesis defense, the graduate student is required to publish or submit a draft to an internationally recognized journal, or, at minimum, to an internationally recognized conference. However, based on the nature of discipline, these requirements/exceptions are adjusted. For example, master's students working on theses in Arabic, may instead submit a comprehensive summary written in Arabic and English, approximately 4-5 single-spaced A4 pages, prior to the thesis defense.

2.6 Final Master's Thesis Defense/Examination

A thesis defense is a mandatory requirement for master's students to assess the quality of their thesis. The defense aims to assess the student's knowledge, critical understanding, and evaluation skills in their field of study, with a specific focus on their thesis work. The defense should be scheduled during regular working hours, and an independent observer may be requested from DRG by relevant parties. All thesis re-examinations require the presence of an impartial representative, assigned by the college Dean, to uphold academic standards during the defense.

2.7 Examination Outcomes

This section outlines the possible outcomes of a thesis defense. These outcomes include passing the final examination or thesis defense with affirmative votes from the committee members, passing with minor or major modifications to the thesis or project, or failing the examination. In case of failure, the student may be allowed to retake the exam once, and a re-examination must take place in the following semester.

3. Doctorate Degrees at Ajman University

The PhD and professional doctorate programs at AU emphasize academic rigor and research excellence, requiring a minimum of three years and at least 54 credit hours. The curriculum mandates 24 credits in advanced courses, exceeding master's-level difficulty. Independent research is essential, resulting in a publishable, original contribution dissertation. For applied-field professional doctorates, such as dentistry and business, advanced professional knowledge is paired with research insights. All candidates must pass a comprehensive exam, including coursework assessment, proposal, and dissertation defense, overseen by qualified experts. The GPC liaising with the DRG, must exhibit active, recent scholarship in their domain. While this policy outlines general expectations, specific program guidelines provide detailed instructions. AU maintains top-tier academic and research standards in its doctoral programs. Arabic-based programs align with this policy but may vary in supervisory and defense procedures.

3.1 Research and Dissertation

Graduate students pursuing a PhD or professional doctorate degree at AU are expected to complete a dissertation based on their original research, under the guidance of their supervisor. The approved study plan by CAA specifies the allocated credits for the doctoral thesis. Students must successfully pass three examinations: the comprehensive examination, proposal defense, and dissertation defense examination.

3.2 Dissertation Supervisor/Co-Supervisor(s)

In the dissertation registration process, the GPC, in consultation with the doctoral student, nominates a principal supervisor and a co-supervisor (if needed) for approval by the college Dean. Supervisor changes are promptly reported to the DRG. A principal supervisor can typically supervise up to five dissertations, with potential for additional approvals. Supervisors meet regularly with the student to provide the guidance. These policies ensure effective dissertation supervision and support research excellence at AU.

3.3 Dissertation Examination Committee (DEC)

The Dissertation Examination Committee (DEC) is an essential part of the doctoral program at AU. It can be partially initiated when the student registers for the dissertation with both the principal supervisor and co-supervisor, and then completed prior to the dissertation defense by adding at least one internationally recognized external examiner and internal examiner. The DEC ensures academic standards and evaluates the dissertation to assign the relevant outcome (discussed in Section 3.9). The Chair of the DEC submits the report to the student/GPC upon approval from the college Dean.

3.4 Comprehensive Examination

Doctoral students are required to pass a comprehensive examination designed to assess their cumulative knowledge in the subject areas and their research skills. All doctoral students must pass a comprehensive exam designed to evaluate the breadth and depth of the student's knowledge of his/her discipline, as well as the student's scholarly potential, as applicable. The comprehensive exam is non-credit rated, while a Pass or Fail result for each attempt is recorded on the student's academic transcript.

3.5 Research Proposal Defense

Doctoral students are required to pass the proposal defense. A primary goal of the proposal defense is to provide direction and feedback early on regarding the student's research from the Proposal Defense Committee (PDC) and to assess student's ability to complete a dissertation. Students must present a clear

research proposal, detailing the problem, objectives, and intended methodology, to the examination committee via their principal supervisor. Each college is responsible for facilitating the proposal submission and approval process. For research involving human or animal subjects, prior ethical approval, aligned with AU's research ethics guidelines, from the University or the Ministry is mandatory.

3.6 Admission to Candidacy

When a student has passed the comprehensive exam, has completed coursework, has had his/her research proposal defense passed, and is in good academic standing, the GPC recommends the student to advance to admission to dissertation to the college Dean. The Dean of the College must approve the recommendation and communicate the decision to the Office of Admission & Registration. At this stage, the student is allowed to register for dissertation credit hours. Following this admission of the doctoral student, he/she would continue to work on the proposed research towards a dissertation.

3.7 Research Publications Requirements

Doctoral students are required to publish (or have confirmation of final acceptance of) research papers from their dissertations in peer-reviewed journals recognized by AU, before submitting a dissertation defense request. As a minimum requirement (for professional doctorate), a completed draft should be submitted to an internationally recognized journal. This is a condition for the dissertation defense to be held. Where applicable, the paper(s) should be made available to the DEC, along with the dissertation.

3.8 Dissertation Defense

The DEC make recommendations regarding the dissertation defense outcome. The recommendations can include: approving the dissertation as presented, approving it with minor modifications, requiring major revisions and resubmission, or rejecting the dissertation, which leads to academic dismissal.

Doctorate students can request a delay in making their dissertation public for up to two years by seeking approval from the Dean. This policy ensures a fair evaluation process, encourages quality dissertations, and allows students the option of delaying public access to their work if necessary.

Graduate Faculty Members

Faculty members who participate in a graduate program (teaching graduate level courses or supervising/co-supervising graduate students) are considered as "Graduate Faculty Members" of that program. Graduate faculty members must hold a terminal degree earned from an internationally recognized institution of higher education and show a strong record of active engagement in research and scholarship, including recent publications, or have significant professional experience in applied fields as practitioners.

4. Degree Completion Time and Change Major

This policy outlines the duration and time limits for both master's and doctoral degree programs at AU. Additionally, the policy addresses the conditions for changing majors within graduate programs.

For master's degree programs, most full-time students typically require 2-3 years (a minimum of 1 year) for completion, with a maximum time allowance of 4-5 years. Extensions to these time limits may be granted for an additional year by the Vice Chancellor for Academic Affairs (VCAA) under specific circumstances, subject to directives and standards that are currently published by CAA. Regarding doctoral degree programs, most students require 4-5 years (a minimum of 3 years) for completion, with a maximum time allowance of 7 years, unless stated otherwise in the CAA-approved study plan. Similar to master's programs, extensions of up to one year may be considered by the VCAA, subject to CAA's directives and standards.

Students may switch majors within the same college if they meet the admission requirements of the desired program. In the doctorate programs, changes of major are only permitted before the comprehensive

examination. Change of major requests must be supported by the student's supervisor, the coordinators of both programs, and approved by the college Dean. Upon final approval, credits earned in the first program are applicable to the student's second program degree.

Joint/Dual Degrees

This section is aligned with AU's Joint/Dual Degrees Policy. AU establishes joint and dual degree programs with globally recognized institutions, adhering to CAA and WSCUC accreditation standards. AU commits to quality assurance, legal compliance, and internal approval protocols, with a maximum of 50% partner-taught curriculum for these programs. All programs require pre-implementation approval from the Chancellor and relevant accrediting bodies. The joint degree is a single degree awarded by two institutions, where students study a curriculum that is agreed between the two institutions. AU, in some cases, offers in partnership with other esteemed institutions, thereby affording students the unique opportunity to concurrently earn two degrees from both universities. The Dual degree is two degrees awarded by two institutions, to students who have met the requirements for completion of both degrees. AU, in some cases, offers a Dual Degree Program to allow students to pursue two degrees simultaneously, enabling them to acquire interdisciplinary knowledge and skills.

Exit Qualification

This section is related to the unfinalized/ongoing policy for AU Exit Qualification. The advancement of policy aspects will be subject to the content of this AU's policy following the approval from CAA. An exit degree is an approved exit point from a program for students unable to fulfil the program requirements in which they are enrolled.

Credit Transfer for Graduate Degrees

The graduate degree requirements at AU may be satisfied by transfer of graduate credit for courses studied at accredited institutions. Conditions and circumstances under which this transfer should be granted will be subject to AU related policies and procedures (i.e., Advance Standing and Prior Learning Assessment and Recognition (PLAR) Policy and [Admissions for Graduate Transfers](#)) and the approved study plan by CAA.

At graduate programs, doctoral students have the opportunity to be exempted from certain required graduate-level doctoral courses. Exemption may be granted if the student has previously completed a similar course, either at AU or another institution, as a graduate student (e.g., master's level), and achieved a minimum equivalent grade of "B". In such cases, the student will not be required to retake the course but will need to register for additional credit hours to fulfil the total credit hour requirement for degree completion. The maximum credit hours granted through PLAR must not exceed 25% of the total completion requirements for graduate programs, unless stated otherwise in the study plan approved by CAA and/or in CAA standards. The credit hours of the exempted courses will not be included in the calculation of the student's CGPA.

Graduate Assistant (GA) Policy

The approved graduate assistant policy is available in this *Policies and Procedures Manual*.

Procedures and Guidelines (PG)

Introduction

Ajman University (AU) is dedicated to realizing its vision and mission by enhancing the quantity and quality of research and scholarly output across its various disciplines in the colleges. To achieve this objective, the establishment of graduate programs and the implementation of unified policies for managing these programs at Ajman University are crucial steps. The University ensures that it has appropriate structures and processes in place to govern graduate studies effectively. The administration of graduate studies is entrusted to the academic colleges, the Council of Graduate Studies (CGS), the Deanship of Research and Graduate Studies (DRG), and the Vice Chancellor for Academic Affairs (VCAA).

This document aims to provide procedures and guidelines (PG) on the AU Graduates Studies Policies. It outlines the practical steps should be followed considering the associated graduate study policy.

1.1. Scope of Document

- 1) The AU Graduate Studies Policies and Procedures apply to everyone involved with the graduate studies at AU, including faculty academicians, staff, researchers, and students. The VCAA has the authority to decide on all cases not provided for in this document and awarding any exceptions, if needed.
- 2) The AU Graduate Studies Policies and Procedures provide information related to the following: a) Role and responsibilities of the DRG in relation to AU graduate programs; b) Policies related to respectively master and doctoral thesis/dissertation supervision, defence examination regulation, selection of external examiner, submission of thesis/dissertation, and so forth; c) Graduate faculty members; d) Degree completion; d) Joint/Dual Degrees, and e) Exit qualification and credit transfer.
- 3) The Policy and Procedures documents do not cover graduate admission and registration requirements, admission criteria, student rights, plagiarism policy, student right of appeal, academic and non-academic conflict resolution, IP rights, authorship of research publications, and research ethics, and all the other information that is available in the AU Graduate Student Catalogue, DRG policies and procedures and other AU documentations.
- 4) The Policy and Procedures documents don not change any existing AU policy (e.g., IP policy, Authorship policy or any other relevant policy). The governing structure of DRG (e.g., councils, committees) is explained in DRG by-laws.

1.2. Role and Responsibilities of DRG

The DRG vision, mission, and administrative structure is defined in DRG By-Laws and DRG Policies and Procedures documentation. The role and responsibilities of DRG in relation to AU graduate programs are as follows:

- 1) To provide strategic initiatives related to graduate education and research at AU;
- 2) To propose new initiatives related to research and scholarly activities and promote AU graduate programs to ensure that AU graduate education and experience is on par with that of internationally recognized universities;
- 3) To provide assistance to the Office of International Academic Affairs in fostering relationships with international academic partners to support and promote graduate studies at AU;
- 4) To provide quality control for graduate education and encourage and maintain fair standards across all academic disciplines, as applicable, with the support from CGS;
- 5) To provide clear and uniform guidelines in the management of thesis/dissertation defence, administration of thesis/dissertation examination and related matters and ensure uniform standards are adopted in AU;

- 6) To advocate issues important to the success of graduate programs including research integrity, values, and ethics in graduate education and research;
- 7) To ensure that a common framework, as possible, for the operation of all graduate degree programs (Master's and Doctoral) is adopted and to ensure common standards and due processes are in place across the university. The implementation of the graduate studies policies and procedures at AU, stipulated in this document, is a shared responsibility of the deans, DRG and the VCAA;
- 8) Additional rules and regulations, as necessary for the subject area or discipline, for any of the AU graduate programs may be proposed by the colleges, as appropriate. These additional rules and regulations must not contradict any part of the existing policies and procedures. Any additional rules and regulations for any graduate program, must be submitted by the Graduate Program Coordinator to the CGS, which shall submit recommendations to the VCAA for approval before their implementation;
- 9) To provide graduate assistantship to highly talented graduate students, propose sufficient budget, monitor and assess performance of Sponsored Graduate Research Assistants (SGRAs) as per Graduate Assistantship (GA) policy. The deanship of research and graduate studies generally does not involve in the following:
 - a. Graduate student admissions, eligibility criteria, selection of graduate faculty, student issues related to instructors, missing credit hours and any other related issues;
 - b. Course assessments, final examination of courses, attendance related issues etc., the relevant AU/college policies and procedures are applicable in such cases;
- 10) Academic review of existing graduate programs, the periodic review of all programs, including graduate programs, is the responsibility of college.

Although the DRG supports high level aspects of the administration of graduate studies at AU, each college/department is responsible for its academic program (including the curriculum and examinations), the selection of faculty to participate in its graduate program, the recruitment of students to the program, the monitoring of student progress, timely completion of graduate students as per study plan, maximum time to degree completion etc.

DRG shall monitor the progress of the overall graduate program. Individual graduate faculty/supervisors at AU bear the full responsibility for the mentoring/supervising graduate students for the timely completion of their degrees. All graduate students, who are enrolled in thesis/dissertation-based programs, must have their academic and research progress evaluated by their Thesis/Dissertation Principal and Co-supervisors, as applicable. The student supervisor/co-supervisor keeps a record of all such meetings/evaluations, and any situation that might negatively impact a student's timely progress to degree must be promptly reported to the Graduate Program Coordinator and the HoD/College Dean.

1.3. Role and Responsibilities of the College Dean

The Dean of each academic college offering graduate program(s) shall appoint a Graduate Program Coordinator (GPC) for each graduate program offered in the college and a representative of graduate programs in the Council of Graduate Studies (CGS). Collectively, the followings are examples of relevant responsibilities related to graduate studies:

- 1) The Dean of each academic college designates a faculty liaison who acts as the primary communication channel between the DRG and the college.
- 2) The faculty liaison is a member of the Council of Graduate Studies, which is led by the DRG. Typically, the faculty liaison holds the position of the GPC for the graduate program.
- 3) Where multiple graduate programs are offered within a college, one GPC should be appointed as a member of the Council of Graduate Studies and is responsible for overseeing all graduate programs offered in the college.

- 4) The college shall prioritize the support of graduate students throughout their studies, aiming to facilitate timely graduation. This includes providing appropriate supervision and training to ensure successful fulfillment of degree requirements.
- 5) Graduate students may be eligible for partial scholarships (i.e., tuition waivers) in accordance with the AU scholarship, assistantship, and fee waiver policies and procedures.
- 6) The college Dean is responsible for ensuring the availability of necessary support and resources, such as suitable classrooms, laboratories (if applicable), clinical resources (if applicable), IT hardware and software, library resources, and so forth.
- 7) The college must provide support to the graduate program coordinator(s) of graduate programs within the college, facilitating their tasks to ensure smooth operation and completion.
- 8) It is mandatory for the college to enforce a policy of limiting class sizes for graduate courses. This is to ensure effective learning at the graduate level, complying with the current standards set by the CAA and AU class-size policy.
- 9) When a graduate student is offered a Graduate Assistantship (GA), it is the responsibility of the GPC and Dean to assign a supervisor to ensure that the student fulfills the responsibilities and requirements of the GA.
- 10) In the event that a student encounters performance difficulties, the program coordinator and/or supervisor may recommend the termination of the assistantship to the Dean.
- 11) Grounds for recommending termination may include continual deficient performance, misconduct while carrying out assistantship duties, or violations of academic integrity or conduct, or other conditions as per GA policy.
- 12) The college Dean is obligated to promptly inform the DRG about such cases.
- 13) In the event of termination, the student must receive written notification from the college Dean, providing specific reasons for the termination of the assistantship or termination from the program in the case of serious violations.

1.4. Graduate Program Coordinator (GPC)/Member of CGS

The general role and responsibilities of a graduate program coordinator are as follows:

- 1) Collaborate with the Dean or Head of Department (HoD) to prepare or assist in preparing the timetable for all courses offered throughout the academic year.
- 2) Assess the program's needs for databases, software, subscriptions, and other resources.
- 3) Assist students with registration, address registration-related issues, and provide academic advising, as applicable.
- 4) Manage and address students' complaints related to courses, teaching methods, training, and other relevant matters.
- 5) Work with graduate faculty to monitor students' progress throughout the academic year.
- 6) Provide accurate information and assistance to graduate students regarding their program.
- 7) Ensure the completion of course files by the end of each semester, including follow-up with graduate faculty and part-time lecturers.
- 8) Provide recommendations for the need of part-time faculty if required, and submit requests to the college Dean.
- 9) Establish and manage an advisory board for graduate studies.
- 10) Ensure appropriate supervision for thesis/dissertation students and follow up on issues related to supervision, completion, and examination.
- 11) Assist in thesis/dissertation examinations according to approved procedures outlined in the document.

- 12) Manage and coordinate the workload for thesis/dissertation supervisors, committee chairs, and committee members, providing aggregated/tabulated figures to the college Dean and HoDs for consideration of teaching load.
- 13) Assist in establishing an alumni database of graduate students in cooperation with the university alumni office.
- 14) Stay updated on the program's regulations and ensure that public documents such as the website and brochures accurately reflect the approved regulations and information.
- 15) Ensure that all graduate students who admitted are meeting the admission conditions.
- 16) Mediate conflicts between students and supervisors, redirecting conflicts involving the supervisor to the college Dean.
- 17) Provide necessary assistance for the program's accreditation renewal in coordination with other departments in the college and relevant offices in the University.
- 18) Prepare and submit an annual effectiveness program report to Office of Institutional Planning and Effectiveness (OIPE).
- 19) Coordinate overall graduate activities within the program.
- 20) Periodically review all graduate programs in the college, led by the graduate faculty involved in the program, focusing on student-centric, evidence-based evaluations aligned with AU's goals and the college's objectives. Develop an action plan to address weaknesses and enhance strengths.
- 21) Establish and nurture relationships with professional organizations and government agencies to promote the program and explore international collaboration opportunities.
- 22) Represent the college in meetings and communications with the Commission for Academic Accreditation (CAA) regarding the program(s).

1.5. Classification of Graduate Programs

- 1) Research or Professional Graduate Programs: a. Graduate students admitted to a research or professional graduate program at AU where thesis/dissertation is a requirement must follow the procedures outlined below: b. Complete and successfully defend a thesis/dissertation that includes original research work. c. Present the thesis/dissertation before a designated Thesis or Dissertation Examining Committee (TEC or DEC) for evaluation.
- 2) Full-time and Part-time Graduate Students: The definitions of full-time and part-time graduate students are available in the AU Policies and Procedures Manual.

Master's Degree at Ajman University

1.6. Master's Thesis

The guidelines for the master's degrees and theses at AU are as follows:

- 1) The master's degree programs at AU consist of a minimum of one year of advanced graduate study, emphasizing research skills and methodology.
- 2) Students enrolled in master's research degree programs are required to undertake independent research guided by their thesis supervisor and produce a thesis demonstrating a comprehensive understanding of the field.
- 3) The thesis component is allocated 6-9 credits as specified in the approved study plan by CAA.
- 4) The thesis should showcase the student's ability to conduct research, effectively organize research findings, and adhere to AU's guidelines for formatting and presentation.
- 5) Evaluation of the thesis involves a Thesis Examination Committee (TEC), as detailed in Section 2.4.
- 6) Successful completion and acceptance of the thesis fulfill the requirements for the master's research degree program.

1.7. Thesis Supervisor/Co-Supervisor(s)

The procedures for the supervisor nomination and responsibilities in a graduate program:

- 1) Supervisor Nomination:
 - a. Prior to thesis registration, the GPC, in consultation with the student, identifies and nominates supervisor(s) for each student in the program.
 - b. The nominated supervisor(s) are sent to the college Dean for approval.
- 2) Principal Supervisor's Role:
 - a. The principal supervisor has the primary responsibility for overseeing the student's progress during their studies.
 - b. The principal supervisor must be a full-time AU active faculty member in research, exceptions can be approved by the VCAA on case-by-case basis. Other alternative arrangements are applicable in cases where there are formal MoU with other institutions.
- 3) Maximum Number of Theses:
 - a. Normally, an AU faculty member can serve as a principal thesis supervisor for a maximum of 10 master's theses at any given time.
 - b. In certain cases, this number may be increased subject to Vice Chancellor for Academic Affairs (VCAA) approval.
- 4) Conflict of Interest:
 - a. It is crucial to avoid situations that may constitute conflict of interest when forming a supervisory team.
 - b. In case of any conflict, the GPC and college Dean work together to resolve the dispute.
 - c. If necessary, the DRG may be involved in resolving the conflict.
- 5) Co-supervisors' Responsibilities:
 - a. Co-supervisors meet regularly with students, at least once per semester, to advise on the student's progress in their research thesis.
 - b. Co-supervisors identify any potential concerns or problems and provide possible solutions to help the student overcome difficulties.
 - c. A record of these meetings, discussions, and minutes of meetings should be maintained by the student and supervisor(s).
- 6) Adjunct Faculty as Co-supervisors:
 - a. Adjunct AU faculty members who are participating as graduate faculty within a program may serve as co-supervisors.

By following these steps and guidelines, the graduate program ensures the proper nomination and responsibilities of supervisors in the program, promoting effective guidance and support for students throughout their studies.

1.8. Thesis Proposal

The procedures for the thesis proposal submission and approval:

- 1) Thesis Proposal Requirement:
 - a. A thesis proposal is mandatory for all students enrolled in a research based graduate programs, unless stated otherwise in the program approved study plan by the CAA.
 - b. The purpose of the thesis proposal is to identify a research problem, describe the research approach, and define the required resources and time needed to complete the study.
- 2) Submission of Thesis Proposal:
 - a. Students are expected to submit their thesis proposal by no later the end of the semester in which they registered for the thesis, unless stated otherwise in the program approved study plan by the CAA.

- b. The thesis proposal is submitted to the Proposal Defense Committee (PDC) through the GPC or their principal supervisor.
- 3) Approval Process:
 - a. The thesis proposal must go through an approval process conducted by the PDC.
 - b. The PDC reviews and evaluates the thesis proposal to ensure its quality and feasibility.
- 4) Principal Supervisor's Role:
 - a. The principal supervisor plays a crucial role in facilitating the submission and approval of the thesis proposal.
 - b. The principal supervisor assists the student in preparing the proposal and provides guidance throughout the process.

1.9. Thesis Examination Committee (TEC)

The procedures for the TEC formulation and composition:

- 1) Formulation of TEC:
 - a. As soon as the student registers for the thesis, the supervisor nominates at least the co-supervisor and later (prior to final submission) nominates the external examiner to the GPC.
 - b. The GPC forwards the nomination with their endorsement to the college Dean for final approval.
- 2) Composition of Master's TEC:

The TEC consists of the following members:

 - a. Student's principal supervisor and co-supervisor(s) (if applicable).
 - b. One well-recognized external examiner (can be appointed later before the thesis defense).
 - c. One internal examiner selected from the following options:
 - i. Any full-time faculty member within the student's programs of study.
 - ii. Any full-time faculty member from within or outside the student's program of study (i.e., from another graduate program at AU).
- 3) Submission of Soft Copy of Thesis:

Before scheduling the thesis defense, the student must submit a soft copy of the thesis as a trail to the principal supervisor or the GPC to check plagiarism and then allow student to submit a final copy which will be distributed to TEC.
- 4) Selection of External Examiner(s):
 - a. The supervisor recommends external examiner(s) to the graduate program coordinator.
 - b. The graduate program coordinator forwards these nominations to the college Dean for final approval.
 - c. The external examiner(s) must not have any conflict of interest with the student's research, such as engagement in the student's master's research, joint publications with the student or supervisors, or being the student's ex-supervisor or teacher.
 - d. Preferably, the external examiner should hold the rank of full Professor at an internationally recognized university with a successful record of thesis supervision and no affiliation with AU.
- 5) Submission of TEC Report:
 - a. The Chair (GPC or a nominee [i.e., internal examiner]) of the TEC submits the TEC report to the student after receiving approval from the Dean.

1.10. Research Publications Requirements

The guidelines for the master's degrees research publications:

- 1) In preparation for the thesis defense, the graduate student is required to publish or submit at least a draft version of one research paper to internationally recognized journal (Scopus-indexed journal).
- 2) As a minimum, one paper should be submitted to internationally recognized conference.
- 3) However, the specific requirements and exceptions may vary based on the nature of the discipline. For example, master's students working on theses in Arabic are expected to submit a comprehensive summary written in Arabic and English, approximately 4-5 single-spaced A4 pages, before the thesis defense.
- 4) These steps/procedures outline the general guidelines for submitting research papers and summaries as part of the thesis defense process. It's important to consult the specific guidelines of AU's graduate programs for comprehensive information and any discipline-specific variations.

1.11. Related Procedures for Final Master's Thesis Defense / Examination

Procedures for Thesis Defense in a Graduate Program are as follows:

- 1) The thesis defense consists of a presentation followed by an oral examination conducted by the Thesis Examination Committee (TEC), all is conducted as a closed-door, although an open-door/public option may be chosen as deemed relevant/common practice to field/degree.
- 2) When the student is ready for a thesis defense, they must obtain approval from their supervisors and submit a draft version of the thesis to the GPC for approval.
- 3) The supervisor suggests potential external examiner(s) and submits a request to appoint them to the GPC.
- 4) The GPC forwards the request, along with their endorsement, to the College Dean for approval.
- 5) The GPC invites the external examiner, communicates the arrangements to the TEC, and notifies the student.
- 6) At least 3-4 weeks prior to the thesis defense, the thesis supervisor sends a soft copy of the student's thesis to all TEC members.
- 7) The student's TEC is responsible for approving all aspects of the final thesis before the formal defense. The supervisor provides the TEC with a thesis acceptance form, which must be signed and returned by all TEC members before scheduling the defense.
- 8) The supervisor takes care of all necessary arrangements for the thesis defense, such as room booking. They inform all TEC members about the arrangements, provide instructions to the student regarding the format, distribute relevant forms, and serve as the chair of the TEC.

1.12. Procedure for Examination Outcomes

Outcomes in a Thesis-Based Graduate Program are:

- 1) Pass: The candidate must receive affirmative votes from a majority of the committee members to pass the final examination or thesis defense.
- 2) Pass with Minor or Major Modifications: The TEC may recommend passing the student with either minor or major modifications to the thesis or project. The student is given time to implement the corrections accordingly. For minor modifications, the supervisor ensures the changes are incorporated. In the case of major modifications, the student may need to make another presentation to satisfy the TEC.
- 3) Fail and Retake: If the student fails to demonstrate sufficient understanding of the literature in their research area or fails to articulate the motivation and design of the research, they are allowed one more opportunity to retake the exam.

- 4) Re-examination: Upon the request of the TEC and approval of the DRG, a student who fails the oral thesis examination may be granted a re-examination in the following semester. Appropriate fees may apply, as per university regulations.
- 5) Appointment of Liaison: The DRG appoints a liaison (observer) for the re-examination of the thesis. If a student fails two final examinations, they are dismissed from the graduate program. However, in case of procedural irregularities or extenuating circumstances, the student may appeal and submit an application to the DRG.
- 6) Certification of Corrections: Passing the oral examination does not imply immediate acceptance of the thesis. The thesis is approved only after all corrections specified by the examining committee are incorporated. The student's advisor or committee chair must certify that the corrections have been made.
- 7) Final Thesis Submission: Passing the thesis examination (after all corrections and supervisor confirmation), the student must submit the final approved thesis within enough time before the end of the semester to be considered for graduation.
- 8) Submission of Documents: The supervisor must complete and submit an oral thesis defense report, a similarity index approval form, and the final thesis copy to the GPC. Additionally, and per AU and Library procedures, the student must submit printed and bound copies of the thesis, along with an electronic copy, to the college secretary. The college may require additional or fewer copies as per their guidelines.
- 9) Distribution of Copies: As per AU and Library procedures, the college secretary distributes copies of the thesis to the AU Library, college, supervisor, and RDG.
- 10) Recommendation for Degree: Following these steps, the college Dean recommends the student for the master's degree to the AU/Registrar.

Summary for associated policies, associated guidance, and relevant forms in this section

Associated policies	Associated guidance	Relevant forms/Templates
AU Graduate Studies Policies	Dissertation/Thesis Proposal Guide	AGS3: TEC/DEC form
Thesis and Dissertation Support Policy	Dissertation/Thesis Guide	AGS6A: Progress Report Form
Supervision Load Policy	External Examiner Payment	AGS7: Change Supervision Form
Graduate Assistant Policy		AGS8A: Final Submission Cover
		AGS9: Examination Committee Report
		AGS10: Letter of Degree Completion
		AGS11: Change Major Form
		Master's Thesis Proposal Template
		Master's Degree Thesis Template

Doctorate Degrees at Ajman University

1.13. Doctorate dissertation and research

Procedures and guidelines:

- 1) The doctoral program requires a minimum of three years of advanced-level study, with at least 54 credit hours or equivalent of study, including a minimum of 24 credits or equivalent of advanced courses that are more challenging than master's-level courses in the same discipline.

- 2) Training in research skills and methodology is an integral part of the doctoral program.
- 3) A research dissertation appropriate to the field is a requirement for the doctoral degree.
- 4) Professional doctorate degrees, such as the Doctor of Business Administration (DBA), require a minimum of one year of coursework beyond the master's degree and independent research, focusing on research skills and advanced professional knowledge in an applied field of specialization.
- 5) The doctoral program includes a comprehensive exam, proposal defense, and dissertation defense. The dissertation must be of a publishable standard and make an original contribution to knowledge in the relevant field.
- 6) The dissertation defense must be examined by at least two independent experts in the field with relevant experience in supervising and/or examining doctorate degrees.
- 7) The PhD/Doctorate program coordinator, who works closely with the DRG, should demonstrate active scholarship within their discipline.
- 8) Graduate students pursuing a PhD or professional doctorate degree are expected to present a dissertation based on their own research, as guided by their supervisory team.
- 9) The specific number of credits allotted to the doctoral thesis and other relevant details are outlined in the approved study plan.
- 10) The final dissertation must adhere to AU guidelines for formatting and presentation.
- 11) Doctoral students must pass three exams: the comprehensive examination, proposal defense, and dissertation defense examination.
- 12) These steps/procedures outline the general framework and guidelines for PhD and professional doctorate degrees at AU. It's important to consult the specific guidelines of AU's doctoral programs for comprehensive information and any discipline-specific variations.

1.14. Dissertation Supervisor/Co-Supervisor(s): Guidelines for Selection, responsibilities, conflict of interest, and change supervision

- 1) Supervisor Nomination:
 - a. Prior to dissertation registration, the GPC in consultation with the doctoral student should identify and nominate a dissertation principal supervisor and co-supervisors (if needed) for the student. These nominations require approval from the college dean.
 - b. The name of the supervisor(s) approved by the Dean is then notified to the DRG. Any changes in the doctoral supervisors must be promptly communicated to the DRG by the GPC.
- 2) Principal Supervisor's qualifications:

The doctoral student's principal supervisor must be a full-time AU graduate faculty member with a preferable minimum academic rank of Associate Professor. They have the primary obligation for overseeing the student's progress during their studies.
- 3) Maximum Number of Theses:

Typically, a full-time AU faculty member can supervise a maximum of 5 dissertations at any given time as a principal supervisor. However, subject to VCAA approval, this number may increase in certain cases.
- 4) Doctorate Dissertation Supervisor(s) General Responsibilities: Dissertation supervisor(s) are expected to:
 - a. Ensure that students are familiarized with and abide by the relevant AU regulations and any additional regulations that may affect the student's registration, learning, and progress towards degree completion.
 - b. Discuss all AU relevant policies and procedures with graduate students at the start of their research, such as the authorship policy and ethical guidelines and procedures, in advance of starting research work.
 - c. Regularly meet with students to discuss their work, research, training and development needs, and academic progress.

- d. If applicable, co-supervisors also regularly meet with the student to advise on their progress in the research thesis, identify concerns/problems, and provide possible solutions to address difficulties.
 - e. It is important for the student and supervisor(s) to maintain a record (document and copy of emails) of these meetings, discussions (e.g., minutes of meetings), and be able to provide this information upon request.
 - f. Ensure that students use written logs to record meetings, submission deadlines, posts, and comments on written work.
 - g. Implement an effective orientation process for new research students.
 - h. Interact with students in a professional and civil manner consistent with university policies.
 - i. Encourage students to learn creatively and independently.
 - j. Develop a clear understanding of specific research expectations and responsibilities, including timelines for the completion of dissertations.
 - k. Provide timely feedback on the student's research work and progress towards the degree.
 - l. Acknowledge student contributions to research presented at conferences, in publications, and in applications for copyright and patents.
- 5) **Adjunct Faculty as Co-supervisors:**
Adjunct AU faculty members participating as graduate faculty within a program may serve as co-supervisors. External co-supervisors' agreements, where approved by the VCAA, can be applied.
- 6) **Conflict of Interest:**
It is essential to avoid situations that may constitute a conflict of interest when forming a supervisory team. Any conflicts raised by student supervisor(s) should be resolved by the GPC and college Dean. If necessary, the Dean of RGS has the authority to replace a supervisor in the best interest of the student and the program.
- 7) **Change of Supervision:**
- a. Requests to change the dissertation supervisor can be submitted by the student or supervisor. Such requests should be directed to the GPC, who will forward them to the college Dean for final approval. The DRG must be notified by email.
 - b. Changing the dissertation principal supervisor should be avoided after the student has started their dissertation research and the research proposal has been approved. However, if unavoidable (e.g., faculty leaving the university), the GPC and college Dean will arrange a meeting involving the departing supervisor, student, and supervisory team to address issues related to authorship, publication, intellectual property rights, etc. Any disputes will be referred to the DRG for resolution.
 - c. If a supervisor leaves the institute, exploring the possibility of them continuing as a co-supervisor should be considered.
 - d. Any cases not covered by these guidelines, exceptions, or disputes should be forwarded to the DRG with recommendations from the GPC and college Dean for a final decision.
Throughout the entire process, the GPC must ensure that the student is kept informed of any updates or changes.

1.15. Dissertation Examination Committee (DEC)

- 1) **Formulation of the Dissertation Examination Committee (DEC):**
- a. The DEC should be established shortly after the student registers for the dissertation.
 - b. The principal supervisor nominates the DEC members to the GPC.
 - c. The GPC forwards the nomination, along with their endorsement, to the college Dean for approval.
 - d. The composition of the DEC includes:
 - i. Student's principal supervisor and co-supervisor(s) (if applicable)
 - ii. At least one internationally recognized external examiner (can be appointed later before the dissertation defense)

- iii. At least one internal examiner from the following:
 - Any full-time faculty member within the student's programs of study
 - Any faculty member who is an expert in applicable research methods in the field (if applicable)
- 2) Appointment of an independent chair:
 - a. The DRG appoints an independent chair, before the defense based on GPC's request, who serves as an impartial representative of academic standards, further details on the role of the appointed chair of DEC is given in Section 3.9.
- 3) Conflict of interest and dispute resolution:
 - a. It is crucial to avoid situations that may constitute a conflict of interest when forming the DEC.
 - b. In case of any conflict, the responsibility to resolve the dispute lies with the college Dean.
 - c. If necessary, the college Dean forwards all details to the DRG for further action.
 - d. The DRG has the authority to replace or remove a faculty member from the DEC after consultation with the PhD/Doctorate program coordinator, the college Dean, and the VCAA (Vice President for Academic Affairs) if it is deemed in the best interest of the student.

1.16. Comprehensive Examination for Doctoral Students

- 1) Requirement and Purpose:
 - a. Doctoral students are required to pass a comprehensive examination.
 - b. The comprehensive exam assesses the student's cumulative knowledge in subject areas and research skills.
 - c. It evaluates the breadth and depth of the student's knowledge and scholarly potential in their discipline.
- 2) Timing and Academic Standing:
 - a. Each college may set its own timing for the comprehensive exam, typically at the end of formal coursework.
 - b. The exam should be taken no later the specified timeframe in the approved study plan by CAA.
 - c. Students must be in good academic standing after completing the required coursework to be eligible for the exam.
- 3) Format and Conduct:
 - a. The format and conduct of the comprehensive exam are the responsibility of the doctoral program in the college.
 - b. The exam may consist of individual examinations in several areas or a single combined examination.
 - c. If both written and oral examinations are given, the written exam usually precedes the oral exam.
- 4) Approval and Communication:
 - a. The rules and regulations for the comprehensive exam must be approved by the college's council and college's Dean.
 - b. The college must keep a written record of the rules and regulations and communicate them clearly to all doctoral candidates and their supervisors.
 - c. During orientation in the student's first semester, the college must provide each doctoral student with a copy of the rules and regulations for the comprehensive exam.
- 5) Logistics and Grading:
 - a. The rules and regulations outline the nature of the examination, logistics of administration, and the passing score.
 - b. Each department or college must provide appropriate grading rubrics for each comprehensive exam.

- 6) Retake and Termination:
 - a. The comprehensive exam may be repeated only once, no later than the end of the student's fifth or sixth semester. for full-time study mode. For part-time study mode, the approved study plan by CAA should be checked for specification.
 - b. If the student is unsuccessful in the second attempt, their enrollment in the doctoral program is immediately terminated.
- 7) Change in Enrolment Status:
 - a. Any change in the student's enrolment status must be recommended by the GPC (Graduate Program Committee).
 - b. The change must be approved by the college Dean and then the DRG.

1.17. Doctorate Proposal Defense

- 1) Proposal Defense:
 - a. Doctoral students are required to pass the proposal defense.
 - b. The purpose is to provide direction, feedback, and assess the student's ability to complete a dissertation.
- 2) Timeline for Proposal Defense:
 - c. The proposal has to be defended by the fourth semester but no later than the fifth semester following enrollment in the graduate program, for full-time study mode. For part-time study mode, the approved study plan by CAA should be checked for specification.
- 3) Attempts Allowed:
 - a. Students have a maximum of two attempts to pass the proposal defense.
 - b. Failing both attempts results in academic dismissal from the program.
- 4) Research Proposal Submission:
 - a. The student prepares and submits a concise and complete research proposal to the Proposal Defense Committee (DEC) through their principal supervisor.
 - b. The proposal defines the research problem, objectives, and outlines the research methodology.
- 5) Logistics for Proposal Submission:
 - a. Each college provides the logistics for the submission and approval of research proposals to its doctoral students.
 - b. Ethical approval is required for research involving human or animal subjects at AU or elsewhere, following AU research ethics guidelines.
- 6) Research Proposal (Written Component):
 - a. Structure of the Written Proposal:
 - The student must write and submit a structured proposal, consistent and complying with AU Template for Doctorate Proposal, refer to the provided table in the end of this section.
 - The proposal includes an abstract, introduction, aims and objectives, proposed experiments and methodology, preliminary results (if any), and references.
 - b. Proposal Submission:
 - The research proposal should be sent to the PDC by the supervisor before the oral presentation.
- 7) Research Proposal (Oral Component):
 - a. The student prepares a presentation based on the written research proposal.
 - b. The student presents and defends the proposal in front of the PDC.

- c. The oral examination includes a discussion of the research presented, knowledge of literature relating to the proposed research, and overall understanding of the proposal.
- 8) Outcomes of the proposal defense:
 - a. Pass: A successful candidate must receive affirmative votes from a majority of the PDC members to pass the examination and become a doctoral candidate.
 - b. Fail:
 - i. If the student fails to demonstrate sufficient understanding of the literature or fails to articulate the motivation and design of the research in the written proposal or during the oral examination:
 - ii. The student is allowed to retake the exam only once after one semester.
 - iii. If the retake the proposal defense is failed, the student may be dismissed from the program.
- 9) Notification of the outcome:
 - a. The PDC Chair (GPC or nominee) notifies the student, college Dean, and supervisor regarding the outcome of the proposal defense.
 - b. Comprehensive feedback is provided to improve the student's research work.
 - c. A detailed assessment report is submitted to the supervisor.

1.18. Admission to Dissertation: Advancement dissertation stage

- 1) Pre-requisites for Advancement:
 - a. The student must pass the comprehensive exam.
 - b. Complete all required coursework.
 - c. Successfully defend their research proposal.
 - d. Maintain good academic standing.
- 2) Recommendation by GPC:
 - a. Upon meeting the above criteria, the GPC formally recommends the student for advancement to the dissertation stage.
- 3) Approval by College Dean:
 - a. The Dean of the College reviews the recommendation.
 - b. Upon approval, the Dean communicates the decision to the Office of Admission & Registration.
- 4) Registration for Dissertation:
 - a. Once approved, the student is eligible to register for dissertation credit hours.
- 5) Continuation of Research:
 - a. After the admission into the dissertation stage, the doctoral student will proceed with the proposed research leading towards the completion of their dissertation.

1.19. Research Publications Requirements

- 1) Prior to submitting a request for dissertation defense, doctoral students must either:
 - a. Have their research papers from their dissertations published in a peer-reviewed journal recognized by AU.
 - b. Receive confirmation of the final acceptance of their research papers by a journal recognized by AU.
- 2) Minimum Requirement for professional doctorate's defense:

One paper or more should be submitted to an internationally recognized journal. Having such a draft is a precondition for scheduling the thesis/dissertation defense.
- 3) Submission of Papers:
 - a. Inclusion with the Dissertation:

Where applicable, the published paper(s), accepted, and/or submitted should be made available along with the dissertation.

1.20. Dissertation Defense

- 1) Draft Version Submission and Plagiarism Check:
 - a. After receiving confirmation and approval from the supervisors, the student submits a draft version of the dissertation to the Graduate Program Coordinator (GPC) for plagiarism testing.
 - b. If the draft version is approved, the student can proceed to submit the final version before the dissertation defense.
 - c. The final version of the dissertation is distributed to the Dissertation Examination Committee (DEC), including the chair, at least 4 weeks before the defense.
- 2) Recommendation for Examiners:
 - a. The dissertation supervisor, who is closely aligned with the dissertation topic, makes initial recommendations for external and internal examiners.
 - b. Doctoral students can propose potential examiners, but the final decision is made without their direct involvement.
 - c. The recommended external examiner(s) must hold a terminal degree and have expertise in an area related to the dissertation.
 - d. The external examiner(s) should not have a conflict of interest with the candidate, supervisors, and/or the institution.
 - e. The external examiner must hold or have previously held a senior-level faculty appointment (preferably a full Professor) at a peer level or higher QS ranked institution.
 - f. It is required that the external examiner has a successful record of dissertation examinations and/or supervision.
- 3) Examination Arrangements:
 - a. Upon DEC approval, the GPC informs the DRG about the examination arrangements, including the DEC members including external and internal examiners details.
 - b. The DRG appoints a chair for the DEC (more detailed are given in following point) and may assign an additional member as a liaison, this is a requirement, for repeat examinations/defense.
 - c. The GPC schedules the final examination in consultation with the dean and invites the external examiner.
- 4) Role of the Chair of the Dissertation Examination Committee (DEC):
 - a. Ensure the defense upholds academic integrity and is free from biases.
 - b. Guarantee students can effectively present findings and address committee queries.
 - c. Manage the defense flow and ensure adherence to the allotted time.
 - d. Gather examiner feedback, draft the examination report, and reflect the committee's assessment.
 - e. Deliver the report to the student promptly, addressing any subsequent queries.
- 5) Thesis Defense Arrangements:
 - a. The supervisor makes all necessary arrangements for the thesis defense, such as room booking and informing the DEC members about the details and format of the defense.
- 6) Dissertation Defense:
 - a. The committee convenes in a closed meeting immediately after the defense to deliberate on the student's dissertation and overall performance.
 - b. The chair of the DEC communicates the verbal decision to the student, and within three days, prepares and submits a report stating the examination outcome to the GPC, Dean, and DRG.
 - c. The chair of the DEC communicates the final decision, required changes, and next steps to the student (copying the supervisor and college Dean) within three working days of the defense.

7) Examination Outcomes:

The recommendation concerning the dissertation defense is made by a majority vote of the DEC members (excluding supervisor/co-supervisors) and can show one of the following outcomes:

- a. Recommendation to Approve the Dissertation as Presented.
- b. Recommendation to Approve the Dissertation after Minor Modification and Verification by the Student's Supervisor: The student must submit the modified dissertation to the supervisor within one month of being informed of the decision.
- c. Major Revision of the Dissertation:
 - The DEC provides stated guidance for major revisions.
 - The student is required to revise the dissertation according to the guidance.
 - The resubmission of the revised dissertation for review must occur within a period of not less than three months and no longer than one year.
 - In cases where major revision and resubmission are required, a second and final oral examination is scheduled and conducted by an examination committee. The committee should consist of at least two-thirds of the original members of the previous committee, including the student's supervisor. The committee's recommendation after the second oral examination can only be either to approve the dissertation as presented or to reject it.
- d. Rejection of the Dissertation and Academic Dismissal from the Doctoral Program:
 - In cases of dissertation rejection, the student is academically dismissed from the program.
 - The student has the option to file a written appeal to the Dean within five (5) working days from the date of being informed of the college's decision.

8) Submission of Final Dissertation:

- a. After making all necessary corrections/modifications, the student submits an error-free, unbound copy of the dissertation to the supervisor for approval.
- b. The supervisor and college may require further changes to meet the standards.
- c. Once all changes are made, the student must submit an electronic version, along with other required documents and the required number of copies of the approved dissertation.
- d. The signed and bound copies of the dissertation are distributed to the student's department or college, while an electronic copy is sent to the GPC.

9) Degree Verification and Award:

- a. The Office of Admission and Registration verifies that the student has fulfilled all degree requirements.
- b. Upon verification, the student is cleared and approved for the award of the doctoral degree.

Summary for associated policies, associated guidance, and relevant forms in this section

Associated policies	Associated guidance	Relevant forms/Templates
AU Graduate Studies Policies (P)	Dissertation/Thesis Proposal Guide	AGS2B: Supervisor Nomination Form AGS3: TEC/DEC form
AU Graduate Studies Procedures and Guidelines (PG)	Dissertation/Thesis Guide	AGS6B: Progress Report Form
Thesis and Dissertation Support Policy	External Examiner Payment	AGS7: Change Supervision Form
Supervision Load Policy		AGS8B: Final Submission Cover
		AGS9: Examination Committee Report

Associated policies	Associated guidance	Relevant forms/Templates
		AGS10: Letter of Degree Completion
		AGS11: Change Major Form
Doctorate Dissertation Proposal Template		
Doctorate Degree Dissertation Template		

Graduate Faculty Members

- 1) Research and Supervisory Qualifications:
Faculty members who participate in a graduate program by teaching graduate-level courses or supervising/co-supervising graduate students are considered "Graduate Faculty Members" of that program.
- 2) Research and Supervisory Experience:
Faculty members teaching and supervising theses/dissertations in doctoral programs must possess an extensive research record and experience in supervising graduate theses/dissertations.
It is important to thoroughly and regularly monitor and assess the qualifications of faculty members to participate in graduate education and doctoral student supervision.
- 3) Transition to Supervisor Role:
Junior research-active faculty members or those without prior graduate student supervision experience are recommended to participate in TEC/DEC or serve as co-supervisors before taking on the responsibility of becoming the main supervisor of a graduate student.
- 4) Responsibility of College Deans:
The Deans of colleges offering respective degrees are responsible for ensuring that the requirements for graduate faculty are met.
AU college Deans should advocate for the hiring of research-active faculty members who can contribute to the strategic development of both undergraduate and graduate programs at AU. Professionals who are not AU faculty, such as scholars, scientists, professionals from government agencies, clinical researchers from hospitals, or researchers from national laboratories, may participate in AU graduate programs (e.g., teaching graduate courses) or serve on student Dissertation/Dissertation Advisory Committees after being approved as AU adjunct faculty members.

Qualifications and limits for the participation of adjunct faculty must be clearly defined and approved as graduate faculty of the program according to AU Policies and Procedures.

Degree Completion Time and Change of Major

- 1) Collaborative Planning: Students should actively engage with their supervisors, academic advisors, and program coordinator to develop a comprehensive timeline for completing program requirements. This collaborative planning ensures that students have a clear roadmap to follow throughout their academic journey.
- 2) Master's Degrees, as per CAA directives and standards:
 - a. Duration: Full-time master's students typically require 2-3 years to complete their program.
 - b. Time Limit: The maximum time allowed for completing a master's degree is 4-5 years from the start date of enrollment.

- c. Extension Possibility: In exceptional circumstances, an extension may be granted by the VCAA. This extension is subject to applicable policies set by the Commission for Academic Accreditation (CAA).
- 3) Doctoral Degrees:
 - a. Duration: Most students enrolled in doctoral degree programs at AU require 4-5 years to complete their program.
 - b. Time Limit: The maximum time allowed for completing a doctoral degree is 7 years from the start date of enrollment, unless stated otherwise in the CAA approved study plan.
 - c. Extension Possibility: In exceptional circumstances, the VCAA may grant an extension. However, any extension in degree completion time is subject to applicable policies set by the CAA.
 - d. Extension Request Process:
 - i. Petition Submission: To request an extension, the student must submit a petition to the registrar.
 - ii. Document Forwarding: The registrar forwards the extension request to the DRG, including all necessary details.
 - iii. Recommendations: The DRG reviews the request and provides their recommendations to the VCAA.
 - iv. Final Decision: The VCAA makes the final decision regarding the extension request and informs the DRG and the respective college Dean.
- 4) Switching Graduate Programs Procedure: A student may request to switch from their current graduate program to another, subject to the following conditions:
 - a. Same College: The change is permitted if both the current and requested majors are in the same college and the student fulfils all the admission requirements of the desired program.
 - b. Different College: If the requested major is in a different college, the student must submit a new application for admission into the desired program as per the college's admission procedures.
 - c. PhD Program: A change of major in the PhD program is only allowed prior to the student sitting for the comprehensive examination. After the comprehensive examination, a change of major is not permitted.
 - d. Support and Approval: The student must seek support from their current program's supervisor (if applicable), as well as the coordinators of both the current and desired programs. The change of major request must be approved by the college Dean. For PhD students, the approval of the college Dean is also required.
 - e. Credit Transfer: Once the change of major request is finally approved, all credits earned in the first program that are applicable to the second program will be counted towards the student's second program degree.

Joint/Dual degrees

This section outlines the guidelines and procedures for the Joint/Dual Degrees.¹

- 1) International Partnerships:
 - a. Align with AU's Internationalization Strategy to form partnerships with top-ranked academic institutions globally, prioritizing those within the Top 200.
 - b. Formalize these international collaborations through agreements that are consistent with strategic objectives.

¹ The advancement of this section will be carried out based on practical observations from the currently existing and future joint/dual degrees.

- 2) Recognition and Accreditation:
 - a. Verify that each partner institution is recognized and accredited in its own higher education system.
 - b. Maintain documentation confirming the status of each institution's accreditation.
- 3) Program Development and Delivery Standards:
 - a. Design and deliver all joint/dual degree program elements in compliance with CAA Standards, WSCUC Standards of Accreditation, and WSCUC policies for joint and dual degrees.
 - b. Develop curricula collaboratively, ensuring alignment with these standards.
- 4) Legal Framework Compliance:
 - a. Confirm that the joint/dual degree program adheres to the legal frameworks of the national higher education systems of all partners.
- 5) Compliance Responsibility:
 - a. Ensure that AU takes the lead in meeting CAA Standards for the programs, as well as satisfying partner institutions' criteria.
- 6) Curriculum Delivery Limitation:
 - a. Limit the portion of the program curriculum delivered by the partner institution to a maximum of 50% for qualifications awarded by AU.
- 7) Quality Assurance:
 - a. Apply the same quality assurance mechanisms for dual degrees as for equivalent AU programs, adhering to CAA Standards.
- 8) CAA Approval:
 - a. Before implementation, submit all joint/dual degrees approved by the Chancellor through the Office of International Programs and Engagement (OIPE) to the CAA for approval.
- 9) WSCUC Correspondence:
 - a. Have the Accreditation Liaison Officer (ALO) handle correspondence with WSCUC for any joint/dual degree programs, as requested by the College proposing the program.
- 10) Internal Approval Processes:
 - a. Obtain approval for the joint/dual degree program through AU's standard decision-making processes, including faculty, administration, and Board of Trustees review and endorsement.

Exit Qualification

This section is related to unfinalized policy for Exit Qualification. The advancement of procedural aspects will be subject to the content of this policy following the approval from CAA. This section will outline the guidelines and procedures for the Exit qualification.

Credit Transfer for Graduate Degrees

This section outlines the guidelines and procedures for AU's Prior Learning Assessment and Recognition (PLAR). These procedures are designed to ensure a thorough and fair evaluation of prior learning for credit recognition at AU. This section gives first the guide for course exemption for doctoral students and then details the procedures for credit transfer application.

1.21. Course Exemption for Doctoral Students

- 1) Bachelor's Degree: No exemptions from any course can be awarded if the student holds a Bachelor's degree.
- 2) Master's Degree from AU (Same Program for Doctoral Qualification): If the student has a master's degree or equivalent from AU and is registered in the same program for a doctoral degree, exemptions can be granted for all AU and program compulsory courses.
- 3) Master's Degree from AU (Different Program for Doctoral Degree): If the student has a master's degree or equivalent from AU but is registered in a different program for a doctoral degree, exemptions can be granted only for the AU compulsory courses.
- 4) Master's Degree from a University other than AU: If the student's master's degree is awarded from a university other than AU, the GPC should follow the detailed procedures provided in Section 8.2.
- 5) Minimum Grade Requirement: The grade for any exempted course cannot be less than "B" or its equivalent.
- 6) Maximum credit hours granted through PLAR must not exceed 25% of the total completion requirements for graduate programs.
- 7) Application for Exemptions is detailed in the following section.

1.22. Credit Transfer Application

- 1) Application Submission:
 - a. Applicants must complete a PLAR e-request detailing prior learning experiences and propose courses for potential credit.
 - b. Submit the completed request with all supporting documents to the Office of Registration.
- 2) Academic Advisor Assistance:
 - a. Seek guidance from an academic advisor when completing the PLAR request.
- 3) Initial Processing:
 - a. The registrar will forward the application and supporting documents to the College Dean, who then passes it to the GPC for evaluation.
- 4) Ad-Hoc Committee Formation:
 - a. The GPC will establish an ad-hoc departmental committee to examine the application.
- 5) Evidence Submission:
 - a. Applicants may need to provide evidence such as certificates, portfolios, projects, and must pass a challenge exam for each course credit being requested.
- 6) Additional Documentation:
 - a. The Committee may request further documents or evidence as needed.
- 7) Assessment and Evaluation Reporting:
 - a. After assessment, the Committee fills out an Assessment Evaluation form, listing credits granted and denied, and submits it to the GPC.
- 8) GPC Review and Recommendation:
 - a. The GPC reviews and approves the Committee's recommendations or requests clarification or reconsideration of the decisions.
- 9) Dean and Registration Office Notification:
 - a. The Dean sends the completed PLAR e-request and Assessment Evaluation form back to the Office of Registration, which informs the student. The student is required to pay the approved course fee.
- 10) Appeals Process:
 - a. If dissatisfied, the applicant may appeal the committee and GPC's decision.

Please note that these are general guidelines, and specific program requirements may vary. It's essential for students to consult their program coordinators or advisors for accurate information regarding course exemptions and degree requirements.

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	1/10/2020	Initial policy that was only available in DRGS	Deanship of Research and Graduate Studies
V 2.0	21/06/2023	General updates	Deanship of Research and Graduate Studies
V 3.0	9/02/2024	General updates	Deanship of Research and Graduate Studies

5. Faculty and Professional Staff



جامعة عجمان
AJMAN UNIVERSITY

Academic Administrative Appointment Term Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Preamble

Ajman University (AU) recognizes the significance of maintaining clarity and consistency in leadership transitions to cultivate organizational excellence. This policy outlines the term duration of academic administrative appointments of Deans, Associate Deans, and Heads of Departments.

Deans and Associate Deans

The term for academic administrative positions of Deans and Associate Deans spans for three (3) academic years. Renewal from the first term to the second term is subject to endorsement by the Vice Chancellor for Academic Affairs (VCAA), with the Chancellor making the final decision. Typically, these roles are for a maximum of two regular terms. However, in exceptional circumstances, consideration for subsequent terms beyond the second term may be granted upon endorsement by the VCAA and approval by the Chancellor.

Heads of Departments

The term for academic administrative position of Heads of Departments spans for three (3) academic years. Renewal from the first term to the second term is subject to endorsement by the Dean, with the VCAA making the final decision. Ordinarily, this role is for a maximum of two regular terms. However, in exceptional circumstances, consideration for a third term may be granted upon endorsement by the Dean and approval by the VCAA.

Interim Appointments

Interim appointments may be made in situations where an immediate administrative vacancy needs to be filled.

Interim appointments will follow a streamlined process and will be subject to VCAA endorsement and Chancellor approval for Deans and Associate Deans positions and to Dean's endorsement and VCAA approval for Head of Department positions. Additionally, the prefix "Acting" is added to denote interim appointments.

Exceptions

The Chancellor retains the authority to grant exceptions to this policy when deemed necessary in the best interest of the University. Requests for exceptions must be submitted in writing by the VCAA to Chancellor providing a rationale and justification for the additional terms on exceptional basis.

Appointment Processes and Guidelines

Administrative appointment processes and guidelines are issued separately to detail the procedures for recruitment, selection, and appointment. These processes shall ensure a transparent, fair, and merit-based

selection, taking into consideration the candidate's qualifications, experience, leadership skills, and commitment to the University's values and objectives.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	03/04/2024	Initial policy	Office of Vice Chancellor for Academic Affairs

Academic Department Leadership Appointment Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Preamble

The objective of this policy is to establish a transparent framework for the appointment of Heads of Academic Departments (HoDs) at Ajman University (AU). This comprehensive policy ensures a fair, transparent, and efficient process for the appointment of HoDs, interim appointment of Acting HoDs, and promotes leadership continuity and academic excellence at AU.

Scope

This policy applies to all Academic Departments at all AU colleges.

Responsibilities and Accountability of the Head of Department

The responsibilities and accountability of the Head of Department (HoD) include, but not limited, to the following:

1. Serves as a communication conduit between the Dean and the Department.
2. Conducts structured faculty and staff evaluations and recommendations.
3. Collaborates with the College Dean to provide input on new faculty hiring.
4. Stays current with discipline trends, including courses, programs, pedagogy, and technology.
5. Assesses and implements curricular changes as per AU policies and procedures.
6. Manages program local and international accreditations in coordination with College Dean and relevant AU offices.
7. Promotes majors, minors, and courses while conducting outreach as needed.
8. Collaborates with Departmental faculty and staff and contributes to college and University planning.
9. Encourages, facilitates, and mentors both instructional and scholarly development of faculty and staff.
10. Manages departmental human and physical resources efficiently.
11. Fosters a shared purpose and responsibility environment within the Department.
12. Plans for faculty and space needs, develops teaching assignments and class schedules, and oversees space utilization in consultation with faculty and staff.
13. Assigns/delegates Departmental responsibilities considering service interests from faculty and staff.
14. Ensures adherence to University policies, procedures, and processes.
15. Addresses student issues and concerns promptly and effectively.

16. Plans course offerings and assigns teaching responsibilities in consultation with senior faculty/committees.
17. Ensures the effectiveness of assessment process, including “closing the loop”, and provides monitoring of the Assessment and Continuous Improvement Committee (ACIC).
18. Manages and maintains an advisory board with regular meetings.
19. Leads the department council

Head of Department Appointment Process

1. The process for nominating/appointing an HoD is initiated by the College Dean, specifically for departments comprising five or more full-time faculty members, excluding visiting faculty.
2. An email announcement is sent to all full-time department faculty, specifying the deadline (1-2 weeks from the announcement) for candidate dossier submission. The dossier should include a comprehensive CV and a two-page executive summary detailing the candidate's vision and plans for the department.
3. Within a week from the closure of the submission deadline, the Dean compiles the list of applicants and shares it with the Vice Chancellor for Academic Affairs (VCAA), along with the Dean's recommendation for shortlisting.
4. The VCAA meets individually with each shortlisted candidate to discuss their suitability and vision for the department.
5. The VCAA approves the shortlisted candidates (limited to two candidates).
6. Each shortlisted candidate gives a 30-minute presentation to the department faculty followed by Question/Answer session. The presentations are conducted in the presence of the Dean and focus on the candidate's vision and short and long-term plans for the department.
7. Following the presentations, the Dean calls for a Secret Ballot vote among department full-time faculty to gauge their preferences for the HoD position.
8. The Dean shares with the VCAA the results of the Secret Ballot along with Dean's recommendations.
9. The VCAA makes the final appointment of the HoD based on the faculty vote, Dean's recommendations, and individual meetings. The newly appointed HoD assumes the role following the VCAA appointment.
10. In the event of an unsuccessful appointment, the Dean may recommend to the VCAA the appointment of an acting Head of Department until the appointment of a permanent HoD. The acting HoD may be selected from department or college faculty members.
11. The entire process shall be conducted with the utmost confidentiality to protect the privacy and professional reputation of all candidates.
12. If a department consists of fewer than five full-time faculty members, excluding visiting faculty, the Dean nominates a candidate to the VCAA, provided the candidate is endorsed by at least two-thirds of the full-time faculty and academic support staff. The VCAA makes the final decision. The VCAA may appoint a faculty member from another department if deemed necessary.

Terms of Appointment

1. The HoD assumes the role upon appointment, but the official term commences on September 1st following the appointment, spanning three (3) academic years.
2. The HoD is eligible for re-nomination/reapplication for a second term, and exceptionally for a last third term with Dean's endorsement and VCAA approval.
3. The newly appointed HoD shall receive teaching release and monthly stipend as per AU rules.

Eligibility for Appointment

1. The HoD position is primarily open to internal AU full-time faculty within the respective department. Visiting and adjunct faculty are ineligible for applying for this position, and are not part of the voting process.
2. Candidates must hold a terminal degree in their respective fields.
3. Candidates must have a minimum of three (3) years of teaching, research and service experience at the university level.
4. Candidates should demonstrate leadership skills, administrative capabilities, and a commitment to academic excellence.
5. Candidates must have demonstrated commitment to university service.

Head of Department Reappointment Process

1. Upon completion of their first term, the current HoD becomes eligible for nomination/application for a second term.
2. The candidate must secure an endorsement from a minimum of two-thirds of the department's faculty and academic support staff.
3. The Dean of the respective college shall endorse the reappointment and communicate it to the VCAA no later than 45 days before the end of the first term of appointment.
4. The VCAA shall make the final decision regarding the reappointment.
5. Upon completion of their second term, the current HoD may be considered for an exceptional third term upon completion of their second term.
6. The reappointment for a third term follows the same process as the reappointment for a second term.

Appointment Termination

1. The HoD is subject to the typical faculty annual evaluation conducted for all faculty members. This evaluation encompasses standard faculty performance metrics and criteria.
2. In addition to the general faculty evaluation, the HoD undergoes a specific annual evaluation conducted by department faculty and the Dean. The departmental evaluation focuses on leadership, administrative effectiveness, and contributions to the department's success.

Interim Appointment Process and Terms

1. In the event of the current HoD leaving the position, the Dean of the respective college shall promptly nominate an Acting HoD. The Dean shall provide a rationale for the nomination, outlining the qualifications and experience of the nominated individual.
2. The VCAA shall review the nomination and, upon approval, appoint the Acting HoD for the remaining period of the term.
3. The Acting HoD shall serve for the remaining duration of the term left by the departing HoD until the appointment of a new HoD.
4. The term served as an Acting HoD will not be considered as a full term for the purposes of the official term limits outlined in the AU policies.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	03/04/2024	Initial policy	Office of Vice Chancellor for Academic Affairs

Faculty and Academic Support Staff Role Policy

Policy Owner(s)	Vice Chancellor for Academic Affairs	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

This policy sets forth the rights and responsibilities of faculty members at Ajman University by identifying the role and responsibilities of the faculty which extends beyond academic affairs, to an active participation in service (community, students, and University) and the development of the University. The policy also defines the role and responsibilities of the professional staff in the University.

Definitions

Faculty

Faculty at Ajman University refers to professionals employed by the institution to fulfill teaching, research, service, and possibly administrative roles. These individuals hold diverse ranks such as professor, associate professor, assistant professor, senior lecturer, and lecturer.

Academic Support Staff

Academic support staff are professional individuals employed by AU to fully support faculty members to achieve the goals and objectives of every course that requires practical work or tutorials. These individuals hold diverse ranks such as senior instructor/senior clinical instructor, instructor/clinical instructor and assistant instructor/assistant clinical instructor,

The faculty and academic support staff may also include any other new academic ranks established by the university.

Faculty Role and Responsibility

Faculty Role

Faculty members are responsible for developing, evaluating, and periodically updating all educational programs offered by the University. In every College, committees comprising of faculty members analyze the feedback received from various sources and accordingly revise and update the courses and curriculum, and assess student learning at multiple levels. The same applies to the development of laboratories, training programs, and other related aspects of an academic program. For every program, a faculty member is assigned as the Program Coordinator who has the overall responsibility of program coordination, curriculum development, assessment and updating.

Faculty Responsibilities

The primary responsibility of faculty members is to teach, conduct research, acquire skills through ongoing training, and take part in service which includes a) department, college and university service, b) academic and professional activities outside AU, and c) contribution to students' co-curricular activities. Other responsibilities, as stipulated in the contract, relate to professional development, institutional confidentiality, professional ethics, as well as responsibilities towards the development of their Department, College and the University.

➤ Teaching:

Faculty members are required to:

- Teach AU students in classes and in laboratories/clinics/studios (as applicable).
- Establish course policies and requirements.
- Establish clear grading standards, in order to fairly evaluate students based on their academic performance.
- Assess student learning at multiple levels
- Advise students on an ongoing basis outside regularly scheduled classes.
- Supervise graduation (capstone) projects and Master and Doctoral theses as applicable.
- Supervise students' research projects, such as term papers and practical works, within the rules and regulations of the Department, College and University.
- Maintain professional demeanor within and outside the classroom.
- Adhere to the University administrative policies and procedures on issues related to exams, incompletes, withdrawals, drop-adds, and so on.

In addition to the above, faculty who are teaching online/blended learning courses shall ensure that expectations for faculty engagement relating to online teaching and student support are adequately met. More details are provided in the [E-Learning Manual](#).

➤ Research

Ajman University (AU) considers research an essential activity in the production and dissemination of knowledge. AU faculty members are encouraged to devote a reasonable amount of time and effort to scholarly research in order to maintain academic competence and development of students' education.

The following is a description of what constitutes "academic research":

- Studies and works that can be published in high quality books, journals and/or other means.
- Individual or group research to be published and/or presented in reputable academic conferences or seminars.
- Research aiming at developing teaching and learning skills and techniques.

AU shall support and facilitate cooperative joint research conducted in cooperation with public and private institutions. It shall also provide grants for research projects on a university-wide competitive basis in accordance with its policies for internal funding. Furthermore, the University shall coordinate and assist faculty members to obtain research grants from external sources. For externally funded research projects, AU will provide support to the Principal Investigator in utilization of approved funds in accordance with specified procedures. The Principal Investigator will be responsible for managing the research funds, submitting the progress and final reports, and closing the account at the completion of the research project.

➤ Service

Service includes:

- a. **Service to the University:** this includes administrative positions held, membership of committees at the department, college and university levels; recruiting of faculty and students, providing professional development workshops and training to faculty and staff; organizing conferences, serving in partner organizations boards, participating in fund raising campaigns, establishment of external connections and partnership etc.

- b. **Service to Students:** Advising students, involvement in student clubs, mentoring and helping senior students in job placement and applications to graduate studies, providing research experience and other assistance for undergraduates, contributions to Ph.D. Masters' theses.
- c. **Service to Community:** Presentation to community groups, writing articles for newspapers, media interviews, professional activities undertaken as a practitioner or a consultant, volunteering in community activities, serving in community boards and NGOs.

Services may include organizing short courses, national/international conferences, seminars and workshops, authoring articles for the general public and translations from and into Arabic, etc. Contributions might also include identifying industry needs and elaborating coherent training programs in their areas of expertise, as well as establishing a link for technical cooperation between AU and other institutions in specific areas of expertise.

Faculty members are expected to perform all the duties assigned to them. Any departure from a normal work schedule should receive prior approval from the Dean.

Other Responsibilities

Faculty members are expected to perform all the duties assigned to them to the best of their abilities. These duties may also be related to management and administration in the Department or College, working in different committees, and providing support to various student activities.

Role and Responsibilities of Professional Staff:

- The role of professional staff is to fully support faculty members in order to achieve the goals and objectives of every course that requires practical work or tutorials.
- They are responsible for the development of laboratories, workshops, studios, clinics, etc. under the guidance of the faculty and to maintain these in good order.
- They shall contribute to developing the practical skills of students in laboratories, workshops, clinics, and studios (as applicable).

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	Human Resources Department
V 2.0	03/09/2017	Major review – new defined faculty role, new defined responsibilities toward research and service.	Vice Chancellor for Academic Affairs
V2.0	17/05/2021	Reviewed and no changes required	Office of the Vice-Chancellor for Academic Affairs
V 2.1	26/04/2024	Minor change related to online/blended learning	Office of the Vice-Chancellor for Academic Affairs

Employment Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of Human Resources Senior Officer, Office of VCAA
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Purpose

This policy sets forth to ensure that the University hires only qualified and competent faculty members with the required qualifications and experience. It defines faculty members' academic ranks and ensures that part-time (Adjunct) faculty members have the same qualifications as full-time faculty members. Furthermore, it specifies the terms of the contract, including its renewal and termination, and restricts the proportion of part-time faculty members.

Statement

AU employment policies are designed to ensure that qualified and competent faculty members with the required qualifications and experience are hired for all vacant or newly created positions. Faculty members are assigned academic ranks in accordance with their qualifications, experience, and scholarly work. Their terms of the contract are defined, and appropriate procedures are followed for their periodic evaluation and professional development. A proportion of part-time (Adjunct) faculty members is restricted, and they are required to have the same qualifications and scholarly preparation as full-time faculty members.

- AU does not discriminate on the basis of sex, race, religion, color, age, national origin, or marital status.
- AU prefers to employ faculty members from a variety of educational and cultural backgrounds who have obtained their terminal degrees from internationally recognized and broadly respected institutions and have contributed to or demonstrated their potential for quality teaching, research, and service to educational institutions and the community.
- The three main criteria used in the selection of new faculty members are as follows:
 - Teaching
 - Research
 - Outreach/ community engagement/ consultancy
- Proficiency in English language is required for faculty joining any program regardless of the language of teaching in that program. They must also be familiar with the credit hour system of higher education and able to work with students from a variety of backgrounds.
- All faculty members must be competent in the use of computers for teaching and research purposes. They must also be familiar with academic advising and be able to contribute to the development of courses and curricula.
- AU employs faculty members and academic support staff in the following academic ranks, as explained in detail in the Faculty Handbook:
 - Professor
 - Associate Professor

- Assistant Professor
- Principal Lecturer
- Senior Lecturer
- Lecturer
- Academic Support Staff:
 - Assistant Instructor/Assistant Clinical Instructor
 - Instructor/ Clinical Instructor
 - Senior Instructor/ Senior Clinical Instructor
- Part-time (Adjunct Faculty) may be employed in accordance with the ratio of part- time/Adjunct to total faculty (maximum 25%) and the teaching load regulations specified by the Ministry of Education (up to 6 credit hours per part-time faculty member). Their employment is subject to the same requirements of professional competence and experience as their full-time counterparts. Furthermore, their employment is for specified courses and for a specific semester and is not a continuing appointment.
- Faculty members who do not hold the terminal degree shall be appointed only as lecturers or instructors and not at professorial ranks.
- Except for issues, including but not limited to those related to faculty member performance evaluation or program sustainability, the employment contract is normally for a period of two years and is renewable as per University regulations. However, for faculty who are 69 years of age at the time of renewal of contract and are otherwise eligible for renewal of their employment contract, the contract will be renewed for one last year. For faculty who are 70 years of age or beyond, the employment contract shall not be renewed. The exception to the preceding two rules is for faculty who are working in administrative positions at the University.
- The contract specifies conditions (academic or moral violations and misconduct) that may result in the termination of the faculty member's contract. These conditions are explained in detail in the Faculty Handbook. The faculty member will be given the opportunity to present his/her case before a final decision is taken about the termination of the contract.
- The faculty member is bound to abide by the published policies, rules, and procedures stipulated by the University. He/she shall honestly, diligently, and to the best of his/her abilities carry out assigned duties under the contract. These duties include attending scheduled teaching sessions and meetings (classroom and/or laboratory), academic advising, conducting examinations, carrying out research, offering expertise, and contributing to students' training.
- The faculty member shall not accept any other professional appointment or consultancy work outside AU without prior approval from the University. The faculty member engaged in the outside professional activity shall pay 30% of the total compensation received for such activity to the University finance department to sponsor social activities of the department or college.
- The faculty member shall abide by the University's confidentiality regulations and strive for professional development on a regular basis.
- The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Furniture Allowance, Housing Allowance, Children Education Allowance, and Annual Tickets for travel by air. The University also provides health insurance for all faculty members, spouses, and three dependents. In addition, the faculty member is entitled to End of Service Gratuity (one- month basic salary for

every year of service at the University, on the condition that the EOS gratuity shall not exceed the aggregate of two years' basic salary).

- The faculty member is entitled to annual leave, sick leave, and maternity leave as per University regulations specified in the contract.
- The evaluation policy and procedures adopted by AU ensure a thorough appraisal of each faculty member at the selection stage for the renewal of the contract and promotion in the academic rank.

The detailed procedure and criteria used for the evaluation of faculty members are explained in the Faculty Manual.

- AU recognizes that its faculty members are its most valuable resource and that their competence, commitment, and capacity to change are fundamental to the successful achievement of its mission. Accordingly, AU provides opportunities for individual faculty to:
 - Improve teaching effectiveness.
 - Enhance current academic and technical knowledge and skills.
 - Develop computer and technological proficiency skills.
 - Pursue research and creative projects.
 - Exchange information and ideas.
 - Develop innovative and effective instructional and administrative techniques.
 - Attend academic conferences, professional meetings and engage in research activities both inside and outside the UAE.
- New faculty members will receive a proper orientation about the University's policies, philosophy, work ethics, and their rights and responsibilities.

Employment Procedure

1. The Dean is expected to submit to the Vice-Chancellor for Academic Affairs the faculty hiring plan one academic year ahead. For instance, the hiring plan for Fall 2018 should be submitted in Fall 2017.
2. The faculty-hiring plan should indicate the following:
 - a. Detailed specialization request.
 - b. Verification of the requested specialization.
 - c. Confirmation of slot availability.
 - d. A clear strategic plan for the requested, highlighting how the candidate fits into the department/college/university's long-term plan.
3. The new faculty slots' approval would be based on budget availability, the real need for the requested position, and how it fits within AU's strategic plan.
4. The College administrator initiates the requisition in the system, which will be approved by authorized personnel at the University.
5. The Representative from the Office of the Vice-Chancellor for Academic Affairs would prepare an advertisement for the available opening.
6. The Representative from the Office of Vice-Chancellor for Academic Affairs handles the new slot advertisement on the University website and renowned international outlets for the specific specialization, which the Dean shall determine in consultation with the department's head.

7. The advertisement should be kept for at least one month before starting the screening process.
8. Applicants should submit the following documents online:
 - a. Cover letter with a detailed CV.
 - b. Information form.
 - c. Any other relevant supporting documents.
9. The Representative from the Office of the Vice-Chancellor for Academic Affairs shall send all applications to the Dean.
10. A "Search Committee" will screen the applicants and must have the following composition:
 - The committee shall be headed by the Dean or the head of the department to which the candidate will be appointed.
 - Four faculty members, with one of the faculty members from outside the department.
11. Short-listed candidates would be interviewed by the "Search Committee."
12. The Search Committee shall ensure that the faculty hiring process abides by AU's Nepotism Policy that addresses Nepotism and Employee Code of Conduct that addresses inappropriate employee relationships.
13. Candidates living abroad can be interviewed remotely.
14. The main criteria for evaluating candidates are:
 - a. Research record with a special focus on:
 - Research area and to what extent it fits the announced position.
 - Publications and creative work with special attention for publications in high-impact factor journals.
 - Citation Record.
 - Amount of external funds secured by the candidate.
 - Research presentations, especially presentations delivered by the candidates at prestigious conferences.
 - International collaboration.
 - b. Teaching record taking into consideration:
 - Teaching philosophy.
 - Course diversity.
 - Graduate student supervision.
 - Student evaluation.
 - Development of new courses and labs.
 - Introduction of novel teaching pedagogies.
 - c. Services:
 - Service to the University, including administrative duties, participating in committees, etc.
 - Professional service, including organizing conferences, serving on committees of international conferences, conducting a review for international journals, etc.
15. If short-listed candidates do not fulfill the above criteria, the advertisement would be re-announced until suitable candidates are available.
16. The "Search Committee" shall submit to the Dean the following documents:
 - a. CV of the short-listed candidate.
 - b. Information form.
 - c. Committee report including the following items:
 - How the candidate fits into the specific slot and AU strategic plan.

- Summary of the candidate's credentials, with specific comments on items mentioned in item 12 above.
- The strong and weak points of the candidate.
- Committee recommendations.

The Dean makes a recommendation to the Vice-Chancellor for Academic Affairs. It is Ajman University's policy to ensure that all legal issues are covered for the employment of faculty members and staff.

The Representative from the Office of the Vice-Chancellor for Academic Affairs issues an offer letter for the selected faculty. The contract shall be signed by the Vice-Chancellor for Academic Affairs and the Chancellor.

Employment Records Maintenance

Ajman University maintains electronic personnel information for each faculty member to ensure a complete, accurate, and current record of documents related to each faculty member's job and employment status. These records are maintained by the Office of Human Resources and their designee at the VCAA office. Faculty academic career records are maintained and stored in officially approved electronic systems (SAP) and University-HR drive and include both pre-employment and after employment documents such as;

- Application, official documents, and resume.
- Certifications and verification.
- Job Description.
- Interview notes and recommendations.
- Job offer and employment contract.
- Commencement and Pay/Compensation Form.
- Performance Evaluation and Goal Setting Records.
- Other documents related to termination etc.

In line with AU's Information Technology Policy, regular backup is conducted on the HRNET system and on the electronic personnel files through the archiving system.

AU employees has access to their personnel information and through HRNET system, including the right to review the file and correct erroneous information. For items that cannot be edited, the employee can contact the Office of Human Resources for their appropriate action.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.1	20/02/2013	Reviewed – no change incorporated	Human Resources Department
V 2.0	25/05/2017	Major change to employment procedure/ teaching criteria/part-time employment requirement/ contract duration	Human Resources Manager
V 2.1	20/02/2020	Inclusion of section related to consultancy or outside employment	Human Resources Manager
V 2.2	22/10/2020	Minor change- added new faculty ranks and academic support staff categories	Council for Academic Affairs
V2.3	04/04/2021	Minor changes – Updated the procedures and added the Employment Records Maintenance section	Vice-Chancellor for Academic Affairs
V2.3	17/08/2021	Minor change –The English Language proficiency requirement has been rephrased.	Vice-Chancellor for Academic Affairs
V2.4	29/06/2022	Minor changes – Added the last two paragraphs.	Human Resources Manager
V2.5 V2.6	04/04/2023 29/05/2023	Minor changes – Updated as per the Nepotism Policy and Employee Code of Conduct. Age limit of 70 years for faculty	Human Resources Manager Vice-Chancellor for Academic Affairs

Faculty Orientation Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Purpose

This policy is established to provide guidance on an appropriate orientation to newly hired faculty at AU. It provides guidelines about a well-designed faculty orientation program that covers various support services and provisions provided to faculty members so as to enable them to quickly get familiar with the University environment and what it offers to its faculty members.

Scope

This policy applies to faculty, staff and administrators who are involved in new faculty orientation.

Policy Statement

The newly hired faculty at Ajman University shall be provided with proper orientation about the University philosophy, policies and work ethics with regards to their job at AU. They will be briefed about the academic programs, established assessment processes, the role of faculty members in continuous improvement at AU, and their rights and responsibilities. They will also be provided with all relevant information about the registration as well as the advising systems and information on relevant support services available for faculty. The senior faculty members, academic and non-academic administrators will take part in the orientation process.

The new faculty orientation program is a full day program and shall cover, but not limited to, the following sessions:

- Overview of Academics
- Support Services
- Assessment of Courses and Programs
- Research and Graduate Studies
- Campus Life and Student Activities, Culture Awareness
- University Facilities and Services
- Teaching and Learning Center
- Student Success Center
- International Academic Affairs
- Information Technology Support
- HR Services
- Community Engagement Services
- Medical Services

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	03/05/2023	Initial policy	Office of Vice-Chancellor for Academic Affairs

Faculty and Professional Staff Employment Legal Issues Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

This policy aims to guide the AU community regarding the handling of legal issues relating to the employment of faculty and professional staff.

Statement

Each faculty and professional staff member at Ajman University (AU) has the right to be treated with respect, courtesy and consideration by AU and other faculty and professional staff members.

It is the responsibility of each faculty and professional staff member of AU to comply with all applicable laws and regulations, the terms of their employment contract with AU and AU's policies, procedures and processes (as modified from time to time). AU has the right to ensure that all faculty and professional staff members comply with the foregoing and to take such actions as deemed necessary in order to protect its legal rights and those of other faculty and professional staff members employed by AU.

Accordingly, AU established a comprehensive framework for the handling of legal issues relating to the employment of faculty and professional staff by ensuring that:

- Grievances are dealt with in a fair and timely manner; and
- Issues of misconduct are managed and dealt with in a fair and consistent manner.

This comprehensive framework shall be administered in accordance with other related AU policies, procedures, the terms of employment and applicable laws and regulations with confidentiality.

The records of implementation of this policy must be kept in the Office of Human Resources employee file.

Procedures

- In case of legal issues relating to the employment of faculty and professional staff, the concerned person can address his/her concern or inquiry to the HR Director.
- The HR Director shall reply to him/her in accordance with the UAE laws and AU policies. For this purpose, the HR Director may take a legal advice from the Legal Advisor to the Chancellor.
- A faculty member can file a written appeal to the VCAA requesting a review of a decision made by the HR Director. The VCAA shall coordinate with the COO. In case of discrepancy between their opinions, the issue shall be raised to the Chancellor whose decision is final and binding.
- A staff member can file a written appeal to the COO requesting a review of a decision made by the HR Director.

Miscellaneous

- This Policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this Policy, and raise recommendations for the Chief Operating Officer's final discretion.

3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	17/03/2021	Initial policy	Office of Human Resources
V 1.1	17/03/2023	The relevant procedures and miscellaneous section have been added.	Office of Human Resources

Faculty Continuous Professional Development Policy

Policy Owner(s)	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

Ajman University (AU) faculty Continuous Professional Development (CPD) policy aims to enhance and support excellence in academic practices and offers many opportunities for faculty to improve, collectively and individually, instructional effectiveness. AU provides ongoing support by encouraging participation in academic conferences, technology training sessions, professional meetings, and collaborative research activities with scholars inside and outside the UAE.

Introduction

Ajman University (AU) is fully aware that faculty development is tantamount to institutional development. For that reason, AU has always endeavored to provide the best training opportunities and resources to faculty and supporting staff. This policy is aligned with AU's vision and objectives, mainly:

- To achieve academic excellence.
- To encourage faculty to meet the three main criteria of: teaching, research, and service.
- To endow faculty with the skills that make students' learning an enjoyable experience and allow them to develop both intellectually and individually.

Accordingly, AU has set up a faculty CPD program where faculty members are trained and motivated to perform at the highest possible levels. The faculty continuous professional development policy of AU strives to ensure that each faculty member:

- understands his/her duties and responsibilities.
- is adequately trained to fulfill his/her duties and responsibilities according to the standards set by the University.
- is given the opportunity to reach his/her potential personally and professionally.
- gets the necessary assistance and information to develop his/her performance and effectiveness.
- is provided appropriate faculty development and training programs.
- is provided with constant update on advancements and innovations in pedagogical and instructional design.
- has functional access to, and proper training to utilize, modern technology.

Faculty CPD programs target all faculty, full-time and part-time, in all ranks and are comprised of three parts as following:

1. CPD targets faculty at large and aims at enhancing faculty's teaching and pedagogical skills with a greater emphasis placed on online education.
2. CPD targets selected faculty and staff and focuses on building in-house expertise that will be made available to the rest of the faculty when the need arises.
3. CPD concerns with discipline-specific training and aims at improving faculty's knowledge within their areas of specialties that would benefit their teaching and their students' learning.

Faculty Continuous Professional Development Objectives

Faculty continuous professional development programs aims at achieving the following objectives:

- To improve the quality of teaching and research at AU.
- To provide quality service based on the concepts of equal opportunities.
- To enable the University to determine the implications on faculty development of changes in higher education and of the Ministry of Higher Education's requirements, and to respond to these changes.
- To respond to guidelines from the University as well as to the recommendations of the Ministry of Higher Education.
- To ensure that most advanced technologies and pedagogical techniques are made available and are fully exploited.

Faculty Continuous Professional Development Program

To achieve the above objectives, AU offers, through its faculty continuous professional development program, a wide range of activities and opportunities to all faculty members. This includes seminars, tailored workshops and courses, training in particular issues, and necessary financial help.

The faculty continuous professional development program also applies to the part-time faculty for improving their teaching skills and knowledge of pedagogy. The part-time faculty are invited and encouraged to participate in professional development activities at department, college and campus levels.

Research Seminars and Trainings

Research seminars are one of the main aspects of faculty development at AU, since they are meant to create a dynamic academic environment conducive to research and creativity. Held every academic year by faculty members and external speakers from each of the nine colleges and research centers at the University, these seminars deal with specialized subject matters. They represent an excellent research opportunity for faculty who are required to research the subject matter extensively and present it in an accessible manner, since the seminars are addressing both specialized and non-specialized audiences from inside and outside the University.

The Deanship of Research and Graduate Studies (DRG) arrange research related trainings based on need and request from academic colleges. The University also provide opportunities for self-paced online research related trainings for the faculty members (e.g. Elsevier Researcher Academy).

Workshops, Courses and Training

In close collaboration with colleges, departments, and offices, the Teaching and Learning Center (TLC) develops and sustains faculty's skills and knowledge in the area of pedagogy and technology of education. The TLC designs and implements a wide spectrum of training programs that target faculty and teaching support staff. The programs are delivered by in-house and/or external professionals with proven record of excellence.

Or programs cover:

1. curricular and pedagogical innovations, instructional design, and overall development of education.
2. technology-assisted education and online learning.
3. course management, student-instructor communication, and automated assessment techniques. educational media, voice and presentation skills.
4. applied research in teaching and learning.

Regulations for Participation in Academic Conferences

- Ajman University gives due importance to professional development of faculty. They are encouraged to participate in high-quality academic conferences and to publish their research work in professional journals as well as in well-recognized conferences. Faculty members' participation will help faculty members keep abreast of the latest academic and scientific development, in addition to providing the opportunity to exchange information and knowledge with their peer academicians and researchers.
- Faculty members interested in presenting their papers at research conferences shall submit their request to their Head of Department (HOD). The HOD shall form an ad-hoc committee to review the paper and give its recommendation, along with a brief review report, considering the quality of the submitted paper and the reputation of the conference and submit to the college Dean for endorsement.
- The Dean will submit the request to the Deanship of Research and Graduate Studies with his/her recommendations. The submission shall include the following:
 - A completed application form for participation in a conference,
 - Proof of paper acceptance from the conference organizer,
 - A copy of the accepted research paper/abstract and peer review reports (as applicable),
 - Report of the ad-hoc committee,
 - Recommendation of the Dean of the college.
- The Dean of Research and Graduate Studies shall add his/her recommendations (in the relevant section of Conference Participation Application Form) and forward complete application to the VCAA for a final decision.
- The final decision shall be communicated back to the applicant by the DRGS.
- The policy statements and related procedures for participation of faculty in research conferences (international or national) have been elaborated in the Ajman University Research Policy 12 (ARP-12) - *Research Conference Policy*.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 2.0	14/02/2018	Major changes to regulations for participation, attendance of workshops and seminars	Vice Chancellor for Academic Affairs
V 3.0	30/04/2021	Amended the Regulations for Participation in Academic Conferences	Vice Chancellor for Academic Affairs
V 3.1	05/04/2024	General minor updates	Vice Chancellor for Academic Affairs

Faculty Exchange and Sabbatical Leave Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of International Academic Affairs (OIAA)
Approved By	Chancellor	Effective Date	February 2024
		Next Review Date	February 2027

Purpose

This Policy aims to ensure a fair and consistent implementation of the Faculty Exchange and Sabbatical Leave programs. It also defines and details the application processes for faculty members seeking to participate in these programs.

The Faculty Exchange and Sabbatical Leave programs governed by this policy aim to:

- Enable members of the academic staff to engage in research initiatives related to their professional development, to broaden their outlook and competencies and enable them to more effectively contribute to the research and education mission of AU.
- Enhance AU's international visibility and prestige as an institution investing in the continuous development of its faculty members to empower faculty members to more effectively contribute to AU's education and research mission.
- Host, through the Inbound Exchange Program, specific expertise into the University's colleges for a semester or two, to inherently benefit these colleges in the areas of research, teaching, and graduate supervision.

Statement

Faculty Exchange and Sabbatical Leave programs are part of AU's continuous effort to expand its interaction with international partners toward the production of high quality and impactful research.

Outbound Exchange and Sabbatical Leave Programs

A. Eligibility Criteria

- Full-time faculty member holding a terminal degree.
- A minimum of two-year service for the faculty exchange program.
- A minimum of five-year service for the sabbatical program.
- A minimum of five-year service after the first faculty exchange or sabbatical program, if any.
- Demonstrated excellence in teaching, research, or service.

B. Terms and Conditions

- Faculty exchange or sabbatical leave will be supported and encouraged when such exchanges or sabbatical leaves are considered advantageous to both the faculty member and his/her college.
- Faculty members are granted faculty exchange and sabbatical leave normally for the prime purpose of engaging in research at one of the top 200 ranked institutions in the world according to the latest THE, QS, or Shanghai University Rankings, thus enhancing their research competencies. Research is the main aim of the Faculty Exchange and Sabbatical Leave Programs,



although the faculty member may be involved in teaching. The host institution must be located outside the UAE.

3. The exchange period varies from one to two semesters and is usually expected to be of the same length for both parties. Faculty exchanges normally involve a reciprocal visit to AU by a faculty member from the international University engaged in the exchange.
4. While the faculty exchange program can take place in any of the three semesters: Fall, Spring or Summer, the sabbatical leave can only take place during regular semesters (Fall and Spring semesters).
5. The faculty member on exchange or sabbatical leave will be technically considered in active service to AU and bound by AU policies. However, he/she will be relieved from his normal obligations for teaching and service in order to focus and secure the maximum advantage and output from his/her involvement in research, which constitutes the focus of this program.
6. Upon successful completion of a leave of one or two semesters:
 - Within two weeks following the conclusion of their program, faculty members must submit a comprehensive post-visit report to his/her College dean. This report should detail their experiences, insights gained, and the outcomes of the leave period. The College dean shall forward the report with his comments to the VCAA, Dean of Research and Graduate Studies and Director of International Academic Affairs for further processing.
 - Subsequently, faculty member is expected to deliver a presentation to the AU community to share valuable insights, lessons learned, and the impact of their experiences during the program.
7. The annual performance evaluation process for a faculty participating in the program will adhere to the following criteria:
 - Only research activities conducted during the exchange period will be considered in the performance evaluation process for that specific period. Emphasis will be placed on assessing the faculty member's contributions to scholarly advancements and research outcomes.
 - Service and teaching activities will not be assessed for the exchange period. In the event of a one-semester exchange per academic year, the evaluation will focus on the service and teaching activities conducted during the semester spent at AU. If the exchange spans two semesters within an academic year, there will be no evaluation for these activities during that year.
 - In the case of summer semester leave, there will be three bonus points added to the service component of the annual performance evaluation.
8. After the final approval of the exchange or sabbatical leave by the Chancellor, the Director of the Office of International Academic Affairs (OIAA) may initiate a faculty exchange or sabbatical leave agreement/s with the host institution at least six weeks before the expected commencement of activities of the faculty member at the host institution. The agreement shall indicate the duration of stay, application procedures, accommodation and facilities, financial responsibilities, government requirements, and commencement and duration of the contract, in addition to any other clauses that are important to both universities.

9. Following the completion of his/her exchange or sabbatical leave period during Spring and/or Fall semesters, the faculty is expected to remain in service with AU for at least one academic year. Failure to meet this requirement without an explicit approval of the Vice Chancellor for Academic Affairs, will result in the faculty member being required to reimburse AU an amount of 100,000 AED for each regular semester spent, aimed at remedying losses incurred.
10. During the exchange or sabbatical leave period, the AU faculty member will continue to receive:
 - a) Full salary and full benefits from AU if the exchange or sabbatical leave is for one semester.
 - b) Half salary and full benefits from AU if the exchange or sabbatical leave is for two semesters.
 - c) One return economy class air ticket to the city/country of the host institution.
11. For the purpose of remuneration calculation, for a one or two semester leave, leave starts with the start date of the semester and ends with the end of the exchange semester as per AU academic calendar. If the exchange leave period is during the summer semester, with a minimum duration of 4 weeks, up to 30,000 AED will be awarded to the faculty to cover travel and accommodation expenses.
12. The faculty member on sabbatical leave or exchange may receive additional remuneration from the host institution or other sources, in the form of a grant, fellowship, or other nature, as long as there is no conflict of purpose between those and the research tasks undertaken under the exchange/sabbatical agreement. In the event of receiving such compensation from the host institution, faculty member is required to promptly notify OIAA. Depending on the nature and amount of the received compensation, there may be an adjustment to the salary rate paid by AU.
 - a) Normal consulting arrangements can be maintained, provided they have been approved through normal administrative channels and do not conflict with the purpose of the faculty member's research involvement.
 - b) Fringe benefits (non-cashable) provided by the host institution may be accepted without reducing the University salary.
13. A faculty member on exchange or on sabbatical leave will continue to have the same medical insurance coverage provided by the University with the same terms and conditions before going on exchange or sabbatical leave program. However, it is the full responsibility of the faculty member on exchange or on sabbatical leave to purchase any supplementary insurance (medical and otherwise) required in the country of his exchange or sabbatical leave visit.
14. All costs will be covered by the faculty member, including but not limited to the cost of accommodation, transportation (with the exception of the airline ticket(s), food and living costs).
15. To the extent possible, the University shall announce early in each academic year the allocated Exchange or sabbatical leave budget for the subsequent academic year.
16. The period of any leave without pay shall not be counted as years of credited services for purposes of award of sabbatical leave or Exchange status.
17. The faculty exchange program allows for sending a maximum of 5 outbound exchange faculty members during the summer semester.

C. Application Procedures

1. The Office of International Academic Affairs (OIAA) will announce, by the beginning of each Fall Semester, the deadlines for accepting applications for the faculty exchange and sabbatical leave programs for the spring semester and summer semester of the current academic year and the fall semester of the following academic year.
2. Preceding their application, applicants are expected to have established a connection with their potential host department and identified area(s) of mutual interest they wish to further explore during the exchange or sabbatical leave period. The proposed activities planned during the exchange or sabbatical leave period should be set in accordance with the applicant's research area and the research direction(s) of his/her department. A comprehensive, and detailed as possible, plan of the applicant's visit must be elaborated by the applicant and the host department that would include information about the activities and tasks to be carried out during the exchange or sabbatical leave period.
3. The following documents should be submitted through the OIAA webpage by the set deadline:
 - a. Application form (available on the OIAA webpage).
 - b. Updated Curriculum Vitae with publication records.
 - c. Endorsement form (available on the OIAA webpage).
 - d. Approval letter from the Research Ethics Committee REC (If applicable).
 - e. Post-visit reports of previous exchanges or sabbatical leaves (If applicable).
 - f. Invitation letter provided by the host institution clarifying the following:
 - Name, address, and position of the host.
 - The host nature and level of participation in the applicant's visit.
 - The type of activity the faculty member will be involved with during his/her stay at the host institution.
 - The position/title that the faculty member will hold at the host institution.
 - The intended duration and dates of the exchange or sabbatical leave period.
 - The logistics support the host institution will provide to the applicant.
 - Amount and type of remuneration provided by the host, if any.
 - g. A signed pledge of the faculty member's commitment to serve at AU for an academic year following completion of the sabbatical/exchange period.
4. The OIAA will review the applications and submit them to the Selection Committee. Incomplete applications will not be considered.

D. Evaluation Criteria

For Faculty Exchange and Sabbatical Leave program applications, the following evaluation criteria will be taken into consideration.

1. Does the proposal establish a clear work plan, objectives, and expected outcomes?
2. Does the proposal detail how each of the objectives will be attained?

3. What are the prospects for project completion according to schedule?
4. Does the applicant have the background and competencies that will allow him/her to successfully complete the project or will those be acquired, and in what way, before or during the exchange or sabbatical leave?
5. Does the proposal clearly communicate the purpose of the project to non-specialists?
6. To what extent is the exchange or sabbatical leave important to the accomplishments of greater research goals for the individual and his department?
7. Does the proposal clearly outline the benefits of the exchange or sabbatical leave for both the individual faculty member and the University?
8. Does the applicant and his/her host have a track record compatible with the proposed research work?
9. What are the prospects for the establishment and/or further the strengthening of research ties with the host institution as a result of the exchange or sabbatical leave program?

E. Selection Procedures

1. The VCAA will form a Selection Committee for the Faculty Exchange/Sabbatical program by the beginning of each Fall semester. This committee will be in charge of the Faculty Exchange/Sabbatical program selection procedures for the next academic year.
2. The Selection Committee makes their recommendations to the VCAA who will submit his recommendation to the Chancellor for the final decision.
3. The OIAA will notify applicants of the results by the set deadline.

F. Selection Guidelines

1. The faculty exchange or sabbatical leave will be granted to no more than one faculty member per college at the same semester.
2. Faculty Exchange or sabbatical leave will be granted according to the following principles:
 - a. Balance of faculty Exchange and sabbatical leave awarded across Departments within the same College over time.
 - b. Faculty members who have not previously been awarded a Faculty Exchange or Sabbatical leave will be given priority.
 - c. In the case of applications of equal merit, the one submitted by the individual with the longest service as a faculty member at AU will be given priority.
3. Applications that incorporate early-stage collaborative research projects with the collaborator at the host institution will be given priority.
4. Applications of similar or overlapping scope with the same host will be considered on a case-by-case basis, on the base of the above guidelines and clear justification.

Thank you letter to Host and feedback to the visit

The OIAA should send in a well-worded courtesy thank you letter to the Dean of the Host institution his/her feedback and insights regarding the visit and the prospects for future collaboration.

Inbound Exchange programs

A. Scope of the program

This program is applicable to all academic colleges at Ajman University (AU). The term Inbound exchange scholar, as used in this document, refers to any scholar who visits AU for the purposes of conducting research and teaching for a duration of one semester or one academic year.

B. Introduction

Inbound exchange scholars can expand the academic, research and intellectual AU community and foster a collaborative research environment at AU. The University has recently taken a number of initiatives to promote the research and teaching culture at AU. As a new initiative, the University has adopted a policy to support the visit of an inbound exchange scholar to AU.

An Inbound exchange scholar may engage in activities such as offering research seminars, capacity building training sessions (e.g., research methodology workshop), participation as an expert in an experiment/clinical experiment, providing support in setting up research infrastructure at AU, engage in meetings with research centres, engage in teaching activities as an adjunct or visiting faculty etc. at AU campus. Such a scholar may be one who is already engaged in some other professional or creative activities at AU and his/her visit may extend to collaborate on research, scholarship and teaching.

There are two categories of Inbound Exchange Scholars defined as follows:

1. Category-1: Inbound Exchange scholars visiting AU campus mainly for the purpose of conducting research. They may teach up to two courses (normally 6 credits hours) at AU.
2. Category-2: Inbound Exchange scholars visiting AU campus mainly with duties similar to a full- time visiting faculty member. They teach the normal load of a full-time faculty member (normally 12 credit hours) at AU.

C. Eligibility Criteria for an inbound exchange scholar

The eligibility criteria for the Inbound exchange scholar are as follows:

1. The Inbound exchange scholar must provide recognizable benefits to the academic and research community of the host college or research centre, and in general to Ajman University.
2. The Inbound exchange scholar must be recognized as an international expert in his/her area of teaching or in his/her specialized area of research (e.g., research publications, global ranking of his/her institute, citations of his/her research articles etc.) or already established research collaborations with an AU research centre.
3. The Inbound exchange scholar must hold an active appointment with one of the top 200 ranked institutions in the world as per the latest THE, QS, or Shanghai International University Rankings.
4. The Inbound exchange scholar is usually on sabbatical leave from one of the top 200 ranked institutions in the world as per the latest THE, QS, or Shanghai International University Rankings. However, scholars who are not on sabbatical leave interested in joining AU through this program are welcome to apply to the program.

D. Policy Statements

1. AU will advertise such positions and attract outstanding scholars to join Ajman University for a semester or two.
2. For the Inbound exchange scholar the medical health insurance shall be 100% covered by the University. However, it is the full responsibility of the Inbound exchange scholar to purchase any additional insurance required during his/her visit.
3. AU Community Engagement Office will provide assistance to the inbound exchange scholar in applying for the UAE entry visa and entry clearance.

4. The Inbound exchange scholar must abide by all applicable laws, rules and regulations of Ajman University and the UAE.
5. In case of any force majeure, AU will assist the inbound exchange scholar in returning to his/her place of residence.
6. The visit of the scholar normally occurs during the Fall and Spring semesters. Summer exchanges can be approved on a case-by-case basis.
7. For Category-1, the financial support provided by AU during Fall or Spring semesters includes:
 - a) An economy class return airfares to the inbound exchange scholar and his spouse between his/her country of residence and AU. The tickets may be booked, preferably, by the AU Community Engagement Office.
 - b) Accommodation allowance as per AU policies and procedures.
 - c) Per semester Honorarium up to AED 10,000.
 - d) Per semester teaching allowance (if applicable):
 - AED 27,000: For teaching 2 courses
 - AED 13,500: For teaching 1 course
8. For Category-2, the financial support during Fall or Spring semesters provided by AU includes:
 - Economy class return airfares for the inbound exchange scholar and his spouse from his/her country of residence to the UAE. The tickets may be booked, preferably, by the AU Public Relations Office.
 - Accommodation allowance as per AU policies and procedures.
 - Monthly salary as per AU policies and procedures for full-time visiting faculty members.
9. For both categories, the Inbound exchange scholar UAE Visa and residency fees will be 100% covered by AU.
10. For exchange faculty who join AU during the summer semester with a minimum duration of 4 weeks, up to 30,000 AED will be provided by AU to cover their travel and accommodation expenses. Their visa and residency fees will be 100% covered by AU. There will be no coverage for the spouse's flight ticket.
11. The visit of the scholar must be completed during the same academic year or next semester in which it is approved.
12. The host college or research centre shall provide the basic resources to the Inbound exchange scholar as deemed appropriate by the respective college dean or head of the research centre.
13. The Inbound exchange scholar is subject to the same requirements of professional competence and experience as their full-time counterparts. Furthermore, their employment is for research and teaching specific courses and for a given semester or two and is not a continuing appointment.
14. The VCAA holds the authority to make decisions on cases not explicitly covered in this document.

Procedures

15. The Office of International Academic Affairs advertises such positions, with the support of other AU offices, at the beginning of the Fall and Spring semesters.
16. Applicants submit their expression of interest, along with a supporting statement and updated CV to the Office of International Academic Affairs by the deadline.
17. The OIAA shares the received application documents with the concerned colleges' deans for evaluation.

18. The search committees of the concerned college, in the presence of the OIAA director, reviews all applications and submits its evaluations/recommendations to the Dean who shall raise his/her recommendations to the VCAA. The VCAA shall make his recommendations to the Chancellor for a final decision.
19. The search committees assess the eligibility and suitability of such an exchange by considering factors that may include but are not limited to the following:
 - Analysis of the expertise to be shared at campus, [number of intended learners, expertise required in enhancement of research capabilities, experiments, teaching experience, etc.].
 - Non-availability of such expertise at campus.
 - Expected benefits and outcomes of the visit.
 - Availability of courses that can be taught by the inbound exchange scholar.
20. The final decision of successful applicants shall be communicated to the College Dean, Budget Office, HR Office, Office of Community Engagement and Office of Finance by the director of the Office of International Academic Affairs.
21. The director of the Office of International Academic Affairs also communicates with the Inbound exchange scholar and invite him/her to join AU as an inbound exchange scholar. The exchange semester and teaching requirements (if applicable) shall be agreed upon directly between the host college and the candidate.
22. Upon arrival, the exchange faculty should meet with the Dean of Research and Graduate Studies to establish research objectives for the exchange visit. They should also set teaching and other visit objectives with the college Dean and the Director of the Office of International Academic Affairs.
23. The scholar shall submit a post-visit report (within one month of the visit) to the Director of the Office of International Academic Affairs, who in turn will share it with the research supervisor, college dean, Dean of Research, and Graduate Studies for assessment before submitting it to the VCAA. The post-visit report should include, but is not limited to, the following:
 - a. A brief summary and reflections of all the activities during the visit.
 - b. Gains and experience/outcomes of the visit.
 - c. Comments and Suggestions.

Miscellaneous

1. This Policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws. The VCAA is responsible for handling any issues that might arise and are not covered in this Policy, and raises recommendations for the Chancellor's final discretion.
2. In case of conflict between the Arabic and English versions of the Policy, the English one supersedes.
3. Any exceptions to this Policy must be well justified and escalated to the VCAA who shall raise recommendations to the Chancellor for a final decision.
4. Ajman University reserves the right to make changes to this Policy at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by AU faculty members one day after posting the updated Policy on the website, or sending the updated version by email.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	10/05/2021	Initial Policy	Office of International Academic Affairs
V 2.0	31/10/2021	Adding Inbound faculty Exchange Program	Office of International Academic Affairs
V 3.0	02/02/2022	Adding category 2 to the policy to the inbound program	Office of International Academic Affairs
V4.0	24/01/2024	Adding summer exchanges and other policy improvements	Office of International Academic Affairs

Course Buyout Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Statement

A full-time faculty teaches a full load of courses, typically 24 credit hours or equivalent per academic year for terminal degree holders and 30 credit hours for non-terminal degree holders.

Ajman University supports its faculty for securing external research grants, consultancies and scholarly activities funded from external sources, and other teaching-related activities (including trainings) during the academic year. A faculty member may request a course buyout to fulfill such opportunities. A portion of the faculty member's academic year compensation would be covered by external funds, once granted, and approved by the sponsoring organization/individual through a course buyout. The course buyout enables the faculty member to devote the needed time to research, writing, and other activities under the grant's sponsorships.

Policy

Course buyout is applicable for any full-time faculty member with at least one year of service at AU who identified an opportunity for which a course buyout is necessary. A course buyout requires a final approval from the Vice Chancellor for Academic Affairs (VCAA) based on recommendation(s) of the Dean of the respective college and the college/University needs.

A course buyout should not impact the research activities of faculty and does not release the faculty member from performing their service obligations towards Ajman University.

A faculty member receiving course buyout(s) is normally expected to maintain a minimum of 3-credits of teaching load per semester.

Procedure

For faculty requesting a course buyout:

1. A proposal from the granting organization should be approved prior to submission of the application of course buyout.
2. A course buyout application for a given semester must be submitted at least three months before the beginning of that semester to the Head of Department (HOD).
3. The application should include the size and scope of work to be conducted, the external funding organization to which the proposal is submitted, the anticipated semester, and the rationale as to why a course buyout is necessary to complete that scope of work.
4. The Dean of the college will make a recommendation to the VCAA for his final decision.
5. Course buyout is calculated as a percentage of a faculty member's total salary and is based on teaching load per academic year as follows:
 - For terminal degree holders, the amount of the buyout per credit is AED (Total annual salary / 24).

- For non-terminal degree holders, the amount of the buyout per credit is AED (Total annual salary/ 30).

Exceptions

Any exceptions to this policy must be well justified and raised by the VCAA to the Chancellor for a final decision.

Document History			
<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	31/08/2021	New Policy	Vice Chancellor for Academic Affairs
V 1.1	16/09/2024	Minor change on exception approval	Vice Chancellor for Academic Affairs

Faculty Performance Evaluation Policy

Policy Owner(s)	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCCA
Approved By	Chancellor	Effective Date	November 2024
		Next Review Date	November 2027

Ajman University provides for regular and systematic evaluation of faculty performance in order to ensure academic effectiveness. In accordance with the faculty contract agreement, the criteria for reappointment and promotion include evaluation of faculty effectiveness in teaching, research, and professional service.

Purpose of Faculty Performance Review

In line with Ajman University's commitment to faculty development and mentoring, and in order to achieve its expectations and processes for faculty mentoring and evaluation, the University continually provides constructive feedback to its faculty through various channels. More precisely, the purpose of faculty performance review is to:

- Provide all full-time faculty with timely information regarding the extent to which they are meeting the college and university expectations of academic performance.
- Identify aspects of a faculty member's performance that may need further development.
- Provide a framework to guide performance-related discussions between the faculty member, the Head of Department and the Dean.
- Help faculty members to plan appropriate and relevant faculty development programs.
- Help in planning performance-related reward and recognition programs for deserving faculty members.
- Help determine faculty member eligibility for contract renewal.

Scope

The faculty performance evaluation is only applicable to full-time faculty including lecturers of the College of Architecture, Art and Design. The evaluation of the Lecturers in other colleges, research is not required.

Faculty Appraisal Form - (View Appendix 1)

Faculty performance appraisal is based on three criteria, which are Teaching, Research, and Service (service to the university, service to students, and service to community). In addition to the Faculty Self-Assessment Report (FSAR), the faculty performance appraisal will include:

- Students' course evaluation feedback.
- Students' evaluation of advising.
- Faculty Self Assessment Excel (FSAE).
- Any other material provided by the faculty member, the Head of Department or the Dean, which could help in evaluation.
- Where appropriate, Peer Review reports.

Faculty Self-Assessment Report (FSAR) - (View Appendix 2)

Faculty members are required to complete the Faculty Self-Assessment Report (FSAR) and Faculty Self Assessment Excel (FSAE) document by the end of the second week of January and submit them to his/her Head of department. The FSAR is used as a tool for faculty self-assessment and development by compiling faculty members' teaching activities, research, professional, creative and service endeavors and future plans. More precisely, the FSAR is intended to:

- Highlight the faculty accomplishments and contributions for the current calendar year.
- To be used as a basis for a yearly performance appraisal, and to assess the extent to which the faculty fulfils his/her job requirements.

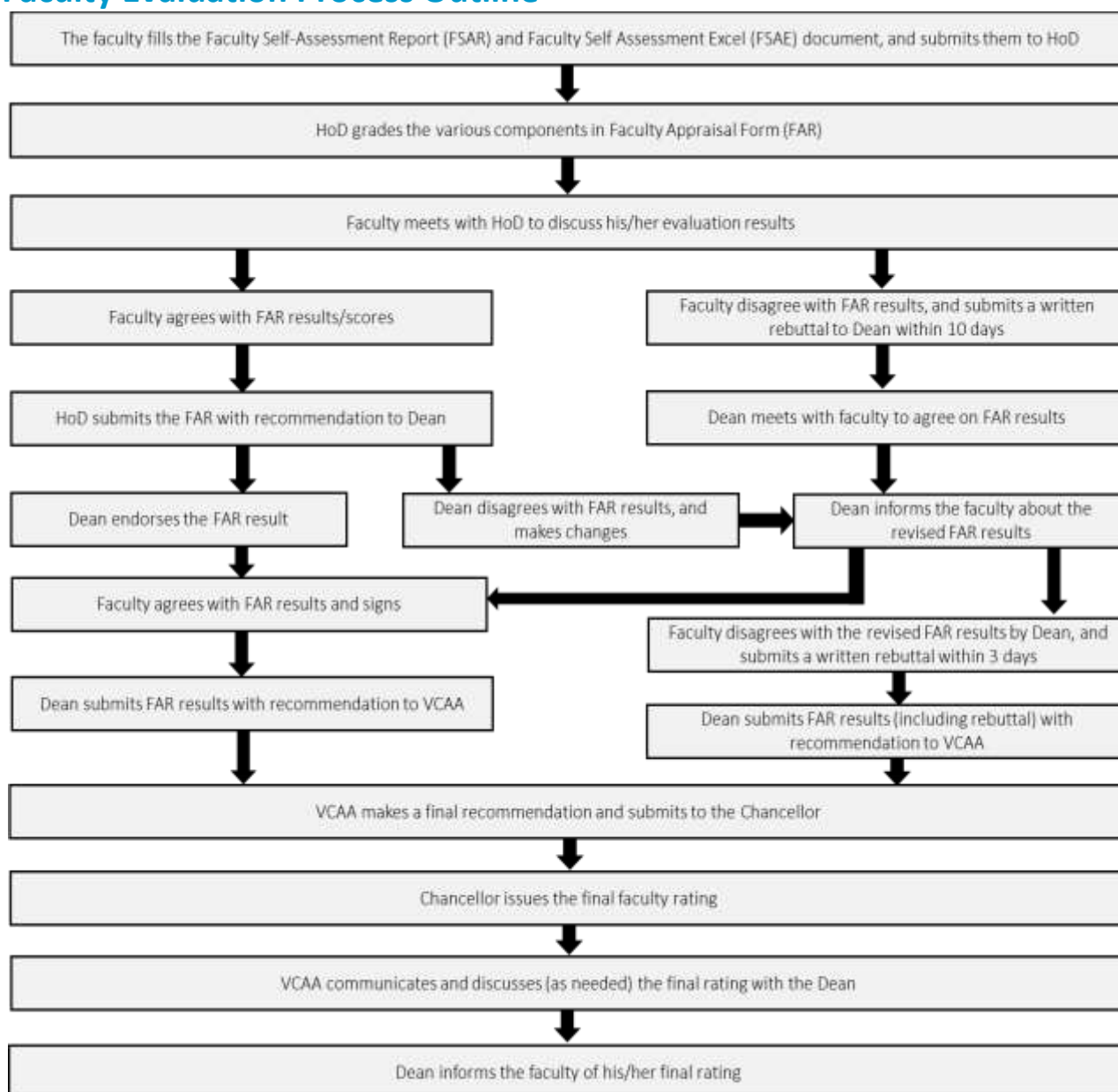
Evaluation Period: The evaluation period shall be from January 1st to December 31st of the previous calendar year.

Evaluation Deadlines: Table 1 summarizes the main evaluation deadlines.

Table 1: Faculty evaluation deadlines*

Item	Deadline
Faculty Evaluation Cycle for previous calendar year: Faculty completes the Faculty Self-Assessment Report (FSAR) and Faculty Self-Assessment Excel (FSAE) document	Weeks 1-2 of January
Faculty Evaluation Cycle for previous calendar year: Faculty submits the Faculty Self-Assessment Report (FSAR) and Faculty Self-Assessment Excel (FSAE) document to HoD	End of week 3 of January
Faculty Evaluation Cycle: Dean submits the Faculty Self-Assessment Report (FSAR) and Faculty Self-Assessment Excel (FSAE) document to VCAA	Last working day of January
Faculty Evaluation Cycle: Contract Renewal Status	Week 4 of February
Faculty Evaluation Cycle: Dean informs faculty of his/her final rating	Week 2 of March
*Exact dates: Please refer to the Faculty Academic Calendar	

Faculty Evaluation Process Outline



Guidelines

The evaluation criteria defined in this document is for faculty members holding terminal degrees including Lecturers. The evaluation is based on performance in three categories; teaching, research, and services. Teaching weight should be between 30% and 50% while research weight (except for lecturers) should be at least 30% of the final evaluation rating in line with AU policy. The minimum percentage for service should be 20%. Research active lecturers may elect to have a weight not more than 30% of their evaluation for their research. This percentage may vary in order to accommodate specific University, College, and Departmental needs. The weighting shall be determined during the goal-setting meeting at the beginning of the evaluation period between the faculty member and the HoD. A typical distribution of the weights for faculty members holding an academic rank of Assistant Professor or higher is 50%, 30% and 20%, for Teaching, Research, and Services, respectively. A typical distribution for lecturers, is 60% for teaching and 40% for service. Table 2 summarizes the weights for each component of the faculty evaluation.

Table 2: Weights for each component of the faculty evaluation

Category	Weight
Teaching ($\bar{t}$)	30% - 50% (50% - 70% for Lecturers)
Research ($\bar{r}$)	30% - 50% (0 - 30% for Lecturers)
Service ($\bar{s}$)	20% - 40%

A Faculty Member who joins the University after the start of the academic year should meet with their HoD at the beginning of the joining semester to reach an understanding about the percentage that will apply.

For Classroom/Lab courses, the availability and quality of the course file(s), Instructor Course Assessment Report (ICAR), student evaluations, advising evaluations shall be the basis of evaluation for teaching. Any other evidence used must be made known to the faculty member.

The overall performance of faculty members will be rated as **Outstanding (4.5-5.0 points)**, **Excellent (4.0-4.49 points)**, **Very Good (3.5-3.99 points)**, **Good (3.0-3.49 points)**, **Satisfactory (2.5-2.99 points)**, **Needs improvement (2.0-2.49 points)** and **Unsatisfactory (0.0-1.99 points)** based on the *Evaluation Criteria* defined in the tables below.

The overall score, S out of 5, of the faculty performance is calculated as the weighted average of the ratings of the three components, as follows:

$$S = \bar{t} \times TS + \bar{r} \times RS + \bar{s} \times SS$$

where TS is teaching score, RS is research score and SS is service score and $\bar{t}$ is teaching category weight, $\bar{r}$ is research category weight and $\bar{s}$ is the service category weight.

If any of the components (i.e. TS, RS or SS) is scored **0.0 -1.99** then the above formula does not apply and overall score, S is set to 0.

The overall rating is determined as follows:

Lower limit	Upper limit	Rating	Conditions
0	1.99	Unsatisfactory	Overall Score (S) is between 0.0 and 1.99. If a faculty member is newly hired, their overall rating is Needs Improvement.
2	2.49	Needs Improvement	Overall Score (S) is between 2.0 and 2.49 Conditions: - Teaching Score (TS) is greater than or equal to 3.0 - Research Score (RS) is greater than or equal to 2.0 - Service Score (SS) is greater than or equal to 2.0 If any of the conditions is unmet, then the overall rating is Unsatisfactory.

2.5	2.99	Satisfactory	Overall score (S) is between 2.5 and 2.99. Conditions: • Teaching Score (TS) is greater than or equal to 3.5. • Research Score (RS) is greater than or equal to 2.5 • Service Score (SS) is greater than or equal to 2.0. • 1 Publication in AU-C journals or above. <i>If any of the conditions is unmet, then the overall rating is Needs Improvement.</i>
3	3.49	Good	Overall score (S) is between 3.0 and 3.49. Conditions: • Teaching Score (TS) is greater than or equal to 4.0. • Research Score (RS) is greater than or equal to 3.0 • Service Score (SS) is greater than or equal to 2.5. • 2 Publications in AU-C journals or above. <i>If any of the conditions is unmet, then the overall rating is Satisfactory.</i>
3.5	3.99	Very Good	Overall score (S) is between 3.5 and 3.99. Conditions: • Teaching Score (TS) is greater than or equal to 4.0. • Research Score (RS) is greater than or equal to 3.5 • Service Score (SS) is greater than or equal to 2.5. • At least 1 publication in AU-A journals, or 2 publications in AU-B journals. <i>If any of the conditions is unmet, then the overall rating is Good.</i>
4	4.49	Excellent	Overall score (S) is between 4.0 and 4.49. Conditions: • Teaching Score (TS) is greater than or equal to 4.5. • Research Score (RS) is greater than or equal to 4.0 • Service Score (SS) is greater than or equal to 3.0. • 1 Publication in AU-A* journals, or 2 publications in AU-A journals, or a total score of A/A* publications greater than or equal to 20. <i>If any of the conditions is unmet, then the overall rating is Very Good.</i>
4.5	5	Outstanding	Overall score (S) is greater than or equal to 4.5. Conditions: • Teaching Score (TS) is greater than or equal to 4.5. • Research Score (RS) is greater than or equal to 4.5. • Service Score (SS) is greater than or equal to 3.5. • 2 Publications in AU-A* journals, or 3 publications in AU-A journals, or a total score of A/A* publications greater than or equal to 30. <i>If any of the conditions is unmet, then the overall rating is Excellent.</i>

Illustrative Example

As an illustration, if the weights and ratings of a faculty member are as follows:

Component	Teaching	Research	Services
Weight	50% ($\bar{t}$)	30% ($\bar{r}$)	20% ($\bar{s}$)
Rating	4.2 – TS	4.4 – RS	3.4 – SS

Then, the overall score of the faculty member is as follows:

$$S = \bar{t} \times TS + \bar{r} \times RS + \bar{s} \times SS$$

$$S = 0.5 \times 4.2 + 0.3 \times 4.4 + 0.2 \times 3.4$$

$$S = 4.1$$

Overall Rating = **Excellent** (assuming the additional criteria on publications is satisfied); otherwise, the overall rating will be **Very Good**.

EVALUATION CRITERIA FOR TEACHING

Evaluation Weighting: Teaching will count as % (*HoD to complete*) of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.*)

All faculty members are generally expected to,

- a. Meet the class at scheduled times unless there are extenuating circumstances.
- b. Be available in his/her office during posted office hours unless there is an unavoidable conflict.
- c. Prepare examination questions and other coursework that appropriately cover CLOs.
- d. Provide timely feedback for examinations and other coursework.
- e. Effectively coordinate with other colleagues involved in team teaching a course or multiple sections of a course.
- f. Effectively manage clinical teaching duties and control clinical activities.
- g. Prepare and submit instructor course assessment report(s) and course file(s) of the course(s) taught in a timely manner.
- h. Effectively coordinate with adjunct faculty, at HoD request, to ensure that the latter meets teaching requirements.

An unsatisfactory performance may include, but not limited to, the following indicators

- a. Faculty member does not provide feedback for examinations and other coursework in a timely manner
- b. Faculty member is not regularly available to students at posted office hours.
- c. Faculty member does not provide instructor course assessment report(s) and course file(s) in a timely manner.

In an effort to make sure that the teaching evaluation is objective, a marking scheme has been developed based on the following criteria:

- 1- Students evaluations of the instructor teaching effectiveness based on the Student Course Assessment Survey (SCAS). This is the average of all courses taught by the instructor as shown in the image below.



 جامعة عجمان AJMAN UNIVERSITY		Student Course Assessment Survey (SCAS) Report for All Courses taught by the instructor :	
			Mean
I had an adequate background for this subject.			4.64
Coursework assignments and projects were helpful to understand the subject.			4.82
I found the course useful.			4.45
Textbook and references assigned to this course were appropriate and useful.			4.64
The instructor presented the material well and clearly.			4.73
The instructor was well-prepared for the lectures.			4.82
The instructor started and ended the lectures on time and was regular.			4.82
The instructor was available and helpful during posted office hours.			4.55
The instructor was fair in the evaluation of students' course work.			4.91
The lectures were given in only one language (English or Arabic).			4.55
The instructor identified the course learning outcomes clearly.			4.73
The instructor encouraged interaction with students, listened to them, and responded to their questions.			4.82
The instructor evaluated the students' work in a timely manner.			4.73
Overall, the instructor's performance in this course was excellent.			4.55
The lab/studio/clinic instructor presented the practical material well and clearly.			NRP
The instructor was well-prepared for the lab/studio/clinic sessions.			NRP
The instructor started and ended the lab/studio/clinic on time and was regular.			NRP
The instructor was fair in the evaluation of students' work in lab/studio/clinic.			NRP
The instructor took interest in developing students' practical skills and answered their questions.			NRP
The instructor evaluated the students' work in a timely manner.			NRP
The equipment/components/material available in the lab/studio/clinic were sufficient and in good working condition.			NRP
Overall, the instructor's performance in the lab/studio/clinic was excellent.			NRP
Overall of all questions			4.69

- 2- Students assessment of the instructor advising based on the Academic Advising Survey (AAS), using the rating of the last question.
- 3- The HOD/Dean assessment of the quality of the instructor's course files.
- 4- The HOD/Dean assessment of the quality of the ICAR.
- 5- Development of innovative methods in teaching assessed by the HoD based on evidence submitted by the faculty member with a maximum score of 1. A score of 1 is granted if a strong evidence is provided for using teaching methods that positively influence learning and create a positive learning environment; a score of 0.5 is given if a little evidence of using innovative teaching methodologies; and score of zero if no evidence of using innovative teaching methodologies.
- 6- Incorporating employability and soft skills (e.g. Coursera) in course(s) delivered by the instructor, with zero point if no evidence of effective use of such teaching modules. Maximum is 1. To be completed by faculty and validated by HoD/Dean based on data provided by the VCAA office.
- 7- Using moderation and double marking during the grading processes. Maximum is 1. To be completed by faculty and validated by HoD/Dean.
- 8- Faculty participation in Teaching & Learning Center (TLC) courses is awarded CPD points, with a maximum of 40 points. The CPD points are considered bonus and the scoring is as follows:
 - Less than 10 CPD points: Score = 0
 - 10 to 19 CPD points: Score = 0.5
 - 20 to 29 CPD points: Score = 1
 - 30 to 39 CPD points: Score = 1.5
 - 40 or more CPD points: Score = 2

The total CPD points must be completed by the faculty and validated by the Head of Department

(HoD)/Dean based on data provided by TLC.

- 9- Faculty voluntary participation in delivering "Introduction to University Life" orientation course will be also considered as bonus points with 2 points for being course coordinator or being course instructor covering of $\geq 50\%$ of the course content; 1 point for being course instructor covering of less than 50% of the course content. To be completed by faculty and validated by HoD/Dean.

In light of the fact that each of the above criteria requires different amount of effort, a weight is assigned to each criterion. A weighted score is then assigned by multiplying the instructor score in each item by the weight. The weighted scores are all added and divided by the maximum possible weighted score. The score is then converted into a 5 point scale. The following table summarizes the different items of teaching evaluation and their weights:

	Item	Score for Spring semester of the calendar year	Score for Fall semester of the calendar year	Average/ Sum for the two semesters	Max Possible Score	Score	Weight	Weight*Score	Additional Comments
	Semester-based Assessment (Max Score = 25)								
1	Teaching evaluation SCAS, average for all courses taught by the instructor (exclude sections fewer than 10 students, for graduate classes exclude the ones with less than 3 students). To be completed by faculty and validated by HoD/Dean.			0.00	5.00	0.00	1.00	0.00	
2	The faculty scored amongst the top 25% in SCAS (College Level) in BOTH regular semesters (To be completed by HoD/Dean Only). Possible inputs: Y or N	Y/N		0.00	0.00	0.00	0.00	0.00	



3	Teaching evaluation SCAS comments ^(*) : -2 indicates highly negative comments, -1 indicates negative comments, and 0 indicates neutral or no comments. Exclude sections fewer than 10 students, for graduate classes exclude the ones with less than 3 students. To be completed by HoD/Dean.			0.00	0.00	0.00	1.00	0.00	
4	Advising evaluation based on the academic advising survey AAS (If you do not have Advising responsibility, type 5.0). To be completed by faculty and validated by HoD/Dean.			0.00	5.00	0.00	1.00	0.00	
5	Quality of course files (new course file for courses offered for the first time to be given favorable consideration) (exclude ICAR from this evaluation). To be completed by HoD/Dean.			0.00	5.00	0.00	1.50	0.00	
6	Quality of ICAR. To be completed by HoD/Dean.			0.00	5.00	0.00	1.50	0.00	
	Year-based Assessment (Max Score = 5)								
7	Teaching methodologies (2: if strong evidence teaching methods positively influence learning and create a positive learning environment; 1: little evidence of using innovative teaching methodologies; 0: if no evidence), Maximum is 2. To be completed by faculty and validated by HoD/Dean.			0.00	2.00	0.00	1.00	0.00	

8	Incorporating employability and soft skills (e.g. Coursera) in course(s) delivered by the instructor, with zero point if no evidence of effective use of such teaching modules. Maximum is 1. To be completed by faculty and validated by HoD/Dean based on data provided by the VCAA office.		0.00	1.00	0.00	2.00	0.00	
9	Using moderation and double marking during the grading processes. Maximum is 1. To be completed by faculty and validated by HoD/Dean.		0.00	1.00	0.00	1.00	0.00	
Bonus Points (Max Score = 4.0)								
10	Bonus: Participation in Teaching & Learning Center (TLC) courses is awarded CPD points, with a maximum of 40 points. The scoring is as follows: Less than 10 CPD points: Score = 0 10 to 19 CPD points: Score = 0.5 20 to 29 CPD points: Score = 1 30 to 39 CPD points: Score = 1.5 40 or more CPD points: Score = 2 The total CPD points must be completed by the faculty and validated by the Head of Department (HoD)/Dean based on data provided by TLC.		0.00	2.00	0.00	1.00	0.00	



11	Bonus: Voluntary participation in delivering "Introduction to University Life" orientation course. 2 points for being course coordinator or being course instructor covering of $\geq 50\%$ of the course content; 1 point for being course instructor covering of less than 50% of the course content. To be completed by faculty and validated by HoD/Dean.		0.00	2.00	0.00	1.00	0.00	
							Total	0.00
							Max	30.00
					Teaching Evaluation Score	0.00		

*Rubrics for student comments:

- **Highly Negative Comments (-2):** Repeated comments by 3 or more students that express strong dissatisfaction or criticism towards the instructor or teaching methods. Examples: "The instructor was unprepared and didn't provide clear explanations," "The course content was disorganized and confusing."
- **Negative Comments (-1):** Repeated comments by 3 or more students that express some level of dissatisfaction or criticism towards the instructor or teaching methods. Examples: "The instructor lacked enthusiasm during lectures," "The assignments were not clear and not well explained."
- **Neutral or No Comments (0):** Repeated comments by 3 or more students that neither express praise nor criticism towards the instructor or teaching methods. Examples: No specific comments about the instructor's performance or teaching methods, general statements without clear positive or negative sentiment.

A MS Excel worksheet (Faculty Self Assessment Excel (FSAE)) shall be used for the calculation of teaching score.

EVALUATION CRITERIA FOR RESEARCH

Evaluation Weighting: Research will count as % (HoD to complete) of the overall performance rating. (This is the percentage previously discussed with the Faculty Member). Research is, however, not part of evaluation criteria for Lecturers.

	Item	Points	Quantity	Points x Quantity	Score	Comments
	Publications					
Class A* Publications	Accepted/published paper or case study in an AU-A* journal, as classified in AU Guidelines for Research Publications ⁽²⁾ , during the evaluation period (for publications with 4 authors max or being a primary author⁽³⁾). Primary author is either the first author or corresponding author.	15		0	0	
	Accepted/published paper or case study in an AU-A* journal, as classified in AU Guidelines for Research Publications ⁽²⁾ , during the evaluation period (for publications with more than 4 authors if applicant is not a primary author). Primary author is either the first author or corresponding author.	7.5		0		
	Major refereed creative work (AU-A*), as classified in AU Guidelines for Research Publications, during the evaluation period. College shall provide evidence on classifying the work as A*.	15		0		
Class A Publications	Accepted/published paper or case study in an AU-A journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with 4 authors max or being a primary author as defined earlier)	10		0	0	
	Accepted/published paper or case study in an AU-A journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with more than 4 authors if not a primary author as defined earlier)	5		0		



	Major refereed creative work (AU-A), as classified in AU Guidelines for Research Publications, during the evaluation period. College shall provide evidence on classifying the work as A.	10		0		
Class B Publications	Accepted/published paper or case study in an AU-B journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with 4 authors max or being a primary author as defined earlier)	8		0	0	
	Accepted/published paper or case study in an AU-B journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with more than 4 authors if not a primary author as defined earlier)	4		0		
	Major refereed creative work (AU-B), as classified in AU Guidelines for Research Publications, during the evaluation period	8		0		
Class C Publications	Accepted/published paper or case study in an AU-C journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with 4 authors max or being a primary author as defined earlier)	6		0	0	
	Accepted/published paper or case study in an AU-C journal, as classified in AU Guidelines for Research Publications, during the evaluation period (for publications with more than 4 authors if not a primary author as defined earlier)	3		0		
	Major refereed creative work (AU-C), as classified in AU Guidelines for Research Publications, during the evaluation period	6		0		
Other Publications	Publication of a full paper in Scopus indexed conference proceedings during the evaluation period	6		0	0	
	Publication of a full paper in non-Scopus indexed conference (if arranged by a Professional or Scientific society and approved by the University) proceedings during the evaluation period (applicable in certain disciplines only)	3		0		

	Publication of an abstract in an international reputable conference (if arranged by a Professional or Scientific society and approved by the University) proceedings during the evaluation period (applicable in certain disciplines only)	1		0		
	Publication of a Scopus-indexed (non-edited) book (To claim points in this category, either book should be available on scopus.com or a letter from the published confirming that book will be indexed by Scopus must be provided)	12		0		
	Publication of a Book Chapter /Scholarly Output (Scopus-indexed) (To claim points in this category, either book chapter is available on scopus.com or a letter from the published confirming that book will be indexed by Scopus must be provided. In some disciplines, conference papers are published as book chapters. If same book chapter was published before as a conference paper it wont be double counted, and adjust the weight of this category same as conference paper.	6		0		
	Editor of a Scopus-indexed scholarly book published during the evaluation period. The score is divided by 2 if the number of authors is more than 4.	4		0		
	Publication of a non-Scopus indexed scholarly book with a reputed publisher published during the evaluation period	3		0		
	Other Scholarly Activities					
Miscellaneous	Principal Investigator (PI) on an external research grant where grant budget is greater or equal to 50,000 AED yearly.	10		0	0	
	Co-investigator (Co-I) on an external research grant where grant budget is greater or equal to 50,000 AED yearly.	5		0		
	Submission of an external research grant proposal (not consultancy) as a Principal Investigator (PI), where grant budget is greater or equal to 50,000 AED yearly.	5		0		



Approval of AU Funded Research Grants including Travel Grant (as a PI only), (Can be claimed for one project or travel grant only, maximum points in this category shall not exceed the mentioned points). Conference participation is excluded.	2		0		
<i>Patent granted⁽⁴⁾</i> (International/Local) where AU is the first/main affiliation of inventor and satisfies other AU relevant policies and procedures. <i>The VCAA approval is required.</i>	12		0		
<i>Patent filed⁽⁴⁾</i> (International/Local) where AU is the first/main affiliation of inventor and satisfies other AU relevant policies and procedures. <i>The VCAA approval is required.</i>	6		0		
Impact (as applicable and demonstrable) only as approved by VCAA: Excellence is demonstrated by providing documentary evidence of how the research or creative work-related activities lead to impact outside academia. Examples may include economical, societal, cultural or policy- or health-related impact and External Awards of recognition (Evidence must be provided with self-assessment)	8		0		

TOTAL (Research)	0	0	

Hypothetical max	30.00
Research Evaluation Score	0.00

A MS Excel worksheet (Faculty Self Assessment Excel (FSAE)) shall be used for the calculation of research score.

Remarks:

- For collaborative research outputs, where number of listed authors on research work (Article/Conference/Book chapter) are more than 4, the weight is reduced to 50% unless the applicant is primary author of the research work.
- Any suspicious case, as identified by HoD or college Dean, shall be forwarded to VCAA. The VCAA establish an ad-hoc committee to review and provide recommendations to VCAA for all such cases. The ad-hoc committee is authorised to request more details from the applicant (through VCAA office) to reach a basis for their recommendation. Such suspicious cases may include, but not limited to, cases of publishing out of specialization area, gift authorships etc.
- The faculty must use correct "Ajman University" affiliation as a primary/main/first affiliation, and it should be visible on the published research paper and on Scopus website, as applicable.

- The same research output cannot be submitted more than once and should be accepted or published during the evaluation period.
- A book chapter, which was presented in a conference, can be submitted only once either as a book chapter or conference paper. However, if an extended version of a conference paper is published as a book chapter, it can be submitted in annual appraisal. The faculty needs to clarify this and submit both conference and book chapter versions of the research work.
- “Scholarly books” exclude textbooks used for teaching purposes or practitioners’ books. The focus is on books that contribute to research. Practitioner books and textbooks should be included under “Service”.
- Creative works or exhibits are specific to the fields of Architecture, Art and Design only.
- Documentary evidence must be provided in all cases, e.g. copy of emails, link of website etc.
- The Arabic journal articles published or accepted in Scopus indexed journals may be rewarded extra points, as per instructions provided by the VCAA to the college Deans.

EVALUATION CRITERIA FOR SERVICE

Evaluation Weighting: Services will count as % (*HoD to complete*) of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member*).

Service: This rating will be objectively evaluated at the end of the evaluation period. The evaluation process will be based on a report (MS Excel Sheet) submitted by the faculty to the head of department supported by documented evidence of his/her performance and accomplished.

The services can be divided into following three categories:

- University/College Level Service based on the level of participation and engagement in committees/tasks within the department, college, or university;
- Community Service such as executing partnership with local, national, or international organizations, workshop participations, advise to governmental organizations, etc.
- Professional Service outside the university such as organization of conferences, invited speakers, editorial board, etc.

The faculty member is expected to work as an effective team member fostering a collegial work environment.

The minimum expectations for service include the following activities:

- a. Serving on college committees with a positive evaluation from the committee chair or other approved alternative demonstrating regular attendance to meetings and contributing to the work and activities of the committees.
- b. Effective service on departmental /unit committees as rated by the chair of that committee
- c. Regular attendance at department and college meetings
- d. Being a member in a national or international professional organization
- e. An effective team member fostering a collegial work environment

Faculty members are welcome to submit any other service category, not listed above, to the HoD with all necessary details and evidence of engagement. The HoD can review and add in the faculty appraisal with the right justifications.

EVALUATION CRITERIA FOR SERVICE

Item	Point s	Quantity	Possible Quantity Values	Max Possible Quantity	Score	Max Score	Additional Comments
					(Points × Quantity)		
University/College Level Services							
Student placement or recruitment activity judged as significant by HoD/Dean.	2		0, 1	1	0	2	
Mentoring and advising exchange students (inbound/outbound).	2		0, 1	1	0	2	
Championing the initiation, establishment and activation of collaboration agreements with top 200 international institutions.	2		0, 1	1	0	2	
Having a major role in attracting distinguished (permanent and visiting) faculty and staff to AU or Faculty Exchanges or Sabbaticals taken abroad.	2		0, 1	1	0	2	
Having a major role in recruiting international students to join AU.	1		0, 1	1	0	1	
Having a major role in inspiring AU alumni and students to join top international institutions as graduate students and exchange students.	1		0, 1	1	0	1	
Significant contribution to national or international accreditation activities (chair of committee or active member of the committee as judged by the Dean).	3		0, 0.5, 1, 1.5, 2 (1 for being a chair, 0.5 for being a member per committee)	2	0	6	

Effectively heading a college unit or research center and submitting an annual report summarizing the activities and accomplishments of the unit.	3		0, 1	1	0	3	
Effectively serving as advisor to a registered student organization where a significant time commitment is required: i.e., working with a student group on a major project (other than graduation projects) as determined by the members of the student group.	2		0, 1	1	0	2	
Effectively chairing/co-chairing an active university committee or task force.	2		0, 1, 2 (0 if none, 1 for each taskforce/committee)	2	0	4	
Member in any committee or taskforce (university level only).	1		0, 1, 2 (0 if none, 1 for taskforces or ad hoc committees, 2 for standing committees.)	2	0	2	
Engaging in a significant number of unreported service activities (e.g. extra classes without compensation, etc.).	1		0, 1	1	0	1	
Serving as a faculty liaison or actively involved in student support programs (peer tutoring/twinning programs) at the Student Success Center or as a teaching mentor for a college faculty member. Data to be provided by SSC.	2		0, 1	1	0	2	
Actively involved in fund raising campaigns.	1		0, 1	1	0	1	



Actively serving in the annual effectiveness report.	1		0, 1	1	0	1	
Make significant contributions during the summer time (June to August) by engaging in various activities such as monitoring exchange students, leading student tours, participating in admission campaigns, conducting interviews for new students/faculty/staff, and other similar responsibilities.	1		0, 1	1	0	1	
Serving as a Lead Advisor for at least two regular semesters.	1		0, 1	1	0	1	
Other than those listed above, serving college/department committees, with regular attendance to meetings and contributing to the work and activities of the committee. Evidence required (email confirmation from HoD /Dean) of these assignments	3		0, 1, 2, 3 (0 if none, 1 for member/ chair of ad hoc committees, 2 for being member and 3 for being chair of standing committee)	3	0	9	
Total University Level Services	31				0	43	
Community Services							
National or international community service judged as significant by HoD/Dean.	2		0, 1	1	0	2	
Active liaison with alumni affairs and/or advisory board.	2		0, 1	1	0	2	
Providing dental services (e.g. mobile dental clinic) for the benefit of the patients and community at large.	1		0, 1	1	0	1	

Total Community Services	5				0	5	
Professional Services							
Representing AU in national or international professional meetings approved by VCAA.	1		0, 1	1	0	1	
Effectively serve as the editor in chief or associate editor of a peer-reviewed journal as per AU journal classification. Evidence is required.	1		0, 1, 2	1	0	2	
Serve as reviewer of at least 5 manuscripts submitted to peer-reviewed journals as per AU journal classification.	1		0, 0.5, 1 (0 if none, 0.5 if 1-4 manuscripts, 1 if 5 or more manuscripts)	1	0	1	
Serving as a session chair or technical program committee member in Scopus indexed conference or a conference approved by the Deanship of Research and Graduate Studies	1		0, 1	1	0	1	
Organizing a conference, workshop, session, or panel judged as significant by HoD/Dean.	1		0, 1, 3	1	0	3	
Championing a research formal collaboration agreement with top 200 ranked international universities.	1		0, 1	1	0	1	
Receive an award of recognition from renowned local and/or international event organizers.	1		0, 1	1	0	1	



Establishing connections and partnerships with local industries, employers, or alumni networks to create internship opportunities, job placements, or guest speaker engagements that provide students with valuable industry exposure. Validation by the Office of Development and Alumni Affairs	2		0, 1	1	0	2	
Being an external examiner or co-supervisor for graduate students at MOE-recognized university.	1		0, 1, 2	1	0	2	
Supervise/mentor students to participate in professional events.	1		0, 1	1	0	1	
Total Professional Services	11				0	15	
Miscellaneous Services							
Other services that are not categorized previously in this evaluation form, and judged as significant (with evidence) by HoD/Dean.	1		0, 1	1	0	1	
Total Miscellaneous services	1				0	1	
Bonus							
Providing effective academic support to academically at-risk students assigned by the college. The effectiveness of this advising service is judged by HoD/Dean based on evidence.	1		0, 1	1	0	1	
Providing effective academic support to Students of Determination. The effectiveness of this service is judged by HoD/Dean based on evidence.	1		0, 1	1	0	1	

Total Bonus	2					2	
TOTAL	51				0	66	

Absolute Max	60
Hypothetical Max	35
Service Evaluation Score	0.00

A MS Excel worksheet (Faculty Self Assessment Excel (FSAE)) shall be used for the calculation of service score.

Appendix-1 Faculty Appraisal Form (FAR)

This form shall be used and submitted by the HoD and College Dean to the VCAA

Faculty Member Details

Faculty Name	
Department	
College	
Email	
Date of joining AU	
Faculty Evaluation Dates	

FACULTY MEMBER'S OBJECTIVES

No.	Current Objectives	Objectives of Current Evaluation Period	Comments on Performance of each Objectives	Objectives for Next Evaluation Period
1	Teaching Objectives:			
2	Research Objectives:			
3	Services Objectives:			

Evaluation of Teaching by the HoD

Teaching weight ($\bar{t}$) = _____

Teaching Rating, TS (out of 5) = _____

HoD Comments:

Evaluation of Research by the HoD

Research weight (r) = _____

Research Rating, RS (out of 5) = _____

HoD Comments:

Evaluation of Service by the HoD

Service weight ($\bar{s}$) = _____

Service Rating, SS (out of 5) = _____

Comments by the HoD:



Scores/Ratings and Comments by HOD and Dean:

Component	Teaching	Research	Services
Weight	$\bar{t} =$ _____ 50 _____	$\bar{r} =$ _____ 30 _____	$\bar{s} =$ _____ 20 _____
Score	TS = _____ 4.2 _____	RS = _____ 4.5 _____	SS = _____ 1.8 _____

The overall score of the faculty member is calculated as follows (*please refer to Faculty Evaluation Guidelines*)

$$S = \bar{t} \times TS + \bar{r} \times RS + \bar{s} \times SS$$

Overall Score of Faculty Member, $S =$ _____

Overall Rating of Faculty Member (after additional considerations for Very Good, Excellent, and Outstanding), Overall Rating = _____

Additional Comments by the HoD (optional):

Comments on Faculty Member Performance by the Dean:

Please add space as needed.

By submitting the evaluation form and the related attachments and files, the faculty will be explicitly agreed on the outcomes of his/her annual evaluation. The following statement will be included in the Self Assessment Excel (FSAE):

- 1) Facilitate the reflection about faculty's professional performance;
- 2) Document effectiveness in Teaching, Research and Service; and
- 3) Foster continual improvement in the areas of faculty evaluation through planning and self-assessment.

- 1) I have read and understood the AU policies about faculty annual evaluation;
- 2) The rating in this document is provisional until it is formally validated in the subsequent approval steps;
and
- 3) The final rating by the Chancellor shall be final.

Signature of Faculty: _____

Date: / /



Signatures:

Name of HoD:

Signature of HoD:

Date of Submission to Dean:

Name of Dean:

Signature of Dean:

Date of Submission to VCAA:

VCAA Recommendation (in case the faculty rebuttal).

Signature of VCAA (if faculty rebuttal):

Final Rating Approved by VCAA and Chancellor

Appendix-2

Faculty Self-Assessment Report (FSAR)

Personal Information

Name

Academic rank

Department

College

Joining date

Title.....

Important notes

As per AU policy, the assessment of faculty performance is based on Teaching, Research and Service.

The main purpose of the Faculty Self-Assessment Report (FSAR) is to provide the basis for a yearly performance appraisal.

It is mandatory for all faculty to complete this Faculty Self-Assessment Report (FSAR).

The faculty member must ensure that all course files with their ICARs are submitted on time.

The Faculty member is advised to read AU policy on faculty members' performance review.

I. Teaching

One of the most important criteria in the teaching evaluation of faculty members is Students evaluations of the instructor teaching effectiveness based on the Student Course Assessment Survey (SCAS). This is the average of all courses taught by the instructor. Another important criteria is Course Files that shall also include the ICARs: Instructor Course Assessment Reports (*see Appendix 3*). All faculty members are required to submit Students Course Assessment Survey and Course Files for all courses taught by them in the past two semesters. In addition, the faculty member must describe his/her achievements the following criteria of teaching evaluation.

I.1 Courses taught

Spring Semester 20--/20--

Course ID	Course Title	No. of Students

Fall Semester 20--/20--

Course ID	Course Title	No. of Students

I.2 Students evaluations of the instructor teaching effectiveness (Enclose the Student Course Assessment Survey Report for all courses).

I.3 Students assessment of the instructor advising (Enclose the Instructor Advising Report).

I.4 Quality of the ICAR (Enclose Instructor Course Assessment Reports in Appendix 3).

I.5 Development of innovative methods in teaching.

I.6 Incorporating employability and soft skills (e.g. Coursera) in course(s) delivered by the instructor, with zero point if no evidence of effective use of such teaching modules.

II. Research

The faculty member should describe his/her research-related achievements and contributions according to the items mentioned in the EVALUATION CRITERIA FOR RESEARCH above.

Please complete the following table to list your publications (insert more rows as needed)

No.	Publication title	Journal Name	Scopus Indexing (Y/N)	AU Rank (A*, A, B, C)	Status (Published/ Accepted)	Scopus Link (Insert hyperlink)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

III. Service

The faculty member should describe his/her service contributions, which include service to the University, service to the profession and service to the national or international community as per the EVALUATION CRITERIA FOR SERVICE above.

Please complete the following table to list your main service contributions (insert more rows if needed)

No.	Task (e.g. Committee name)	Type (standing, ad hoc, etc.)	Level (University, College, Department, Community, etc.)	Role (Chair, member, etc.)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				



Faculty member comments

Signature of Faculty Member:

Date:

(Your signature does not necessarily indicate that you are in agreement with the evaluation.

Your signature only indicates that you have had the opportunity to review the evaluation and that you have discussed the content with your supervisor. You reserve the right to submit a written rebuttal of this evaluation to the dean within ten working days of this date).

Head of Department Comments:

Signature of Head of Department

Date:

Dean Comments:

Signature of the Dean:

Date:

Appendix-3

Instructor Course Assessment Report (ICAR)

General Information

Instructor Name

Calendar year 20..... Semester ☐ Fall ☐ Spring ☐ Summer

Course Code Course Title

Course Credit Hours (Theory, Lab, Total) (2,1,3)

Section No. Total No. of Students Section Gender ☐ Male ☐ Female ☐ Merged

Average Mark for this Section:

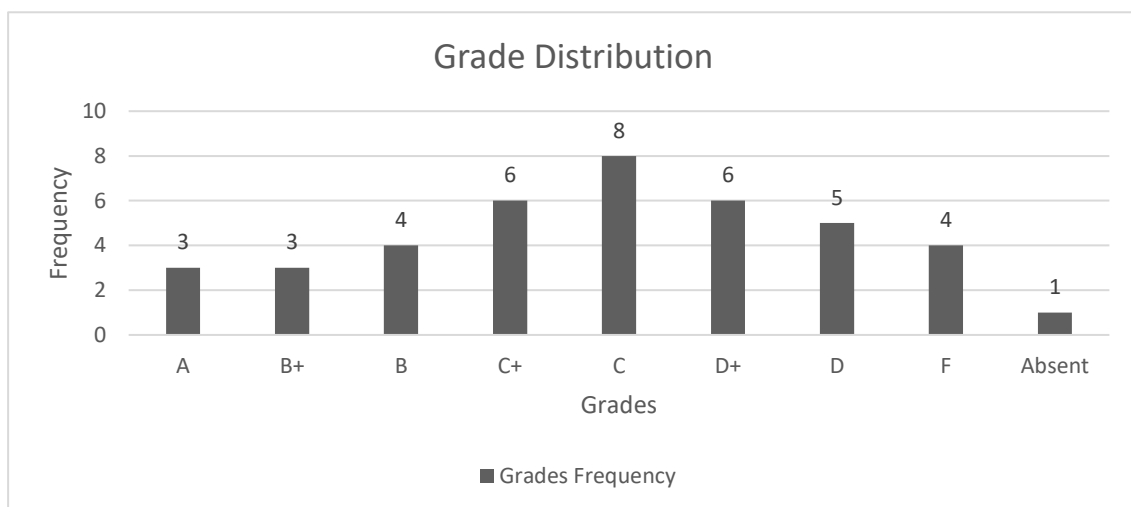
Section 1:

Course Assessment

1.1. Quantitative analysis of student performance, including individual student grades, both cumulative and for each assessment, and grade distribution.

1.1.1. Please provide, in Appendix 1 (at the end of ICAR), the individual student grades, both cumulative and for each assessment [Final CAP Sheet].

1.1.2. Grade Distribution

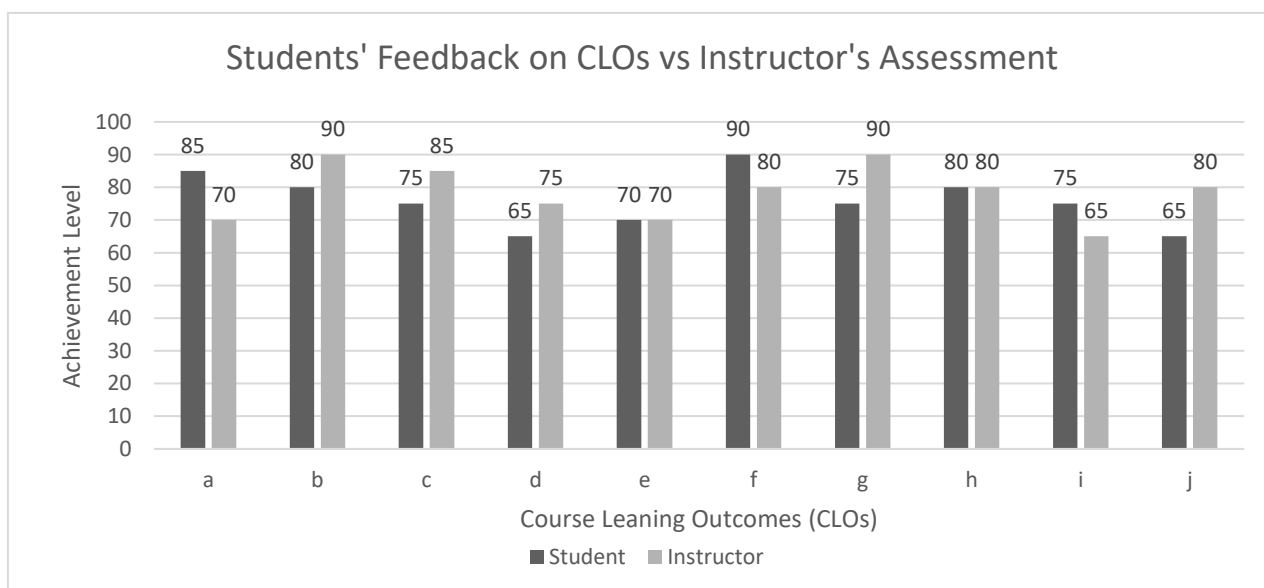


1.1.3. Comments on students' performance

1.2. Assessment of Course Learning Outcomes (CLOs)

#	Course Learning Outcomes (CLOs)	Average Score (%)	
		Instructor's Assessment (CAP)	Students' Feedback (Moodle)
a			
b			
c			
d			
e			
f			

1.3. Graphical Representation of Students' Feedback and Instructor's Assessment of CLOs:



- 1.4.** How does students' feedback on course learning outcomes (CLOs) differ from their assessment by the course instructor? Please provide analysis of any discrepancy:

- 1.5.** Comprehensive Instructor review of the presentation of the Course:

- a. Appropriateness of the course learning outcomes

- b. Extent to which the syllabus was covered

- c. Extent to which learning outcomes were met (with evidence)

- d. Appropriateness of textbooks and other learning resources

- e. Appropriateness of assessment instruments in relation to learning outcomes



f. Appropriateness of the balance of assessment

g. Appropriateness of prerequisites

h. General comments on any problems encountered with the course

Section 2:

Corrective/Improvement Actions Recommended by the Instructor

2.1. Recommended corrective actions for unachieved CLOs in the current offering of the course (Skip if all CLOs were achieved):

CLO #	Course Learning Outcome (CLO)	Recommended Corrective Action

2.2. Instructor's recommendations for course improvements (even if all CLOs were achieved):

#	Recommended Course Improvement Actions
1	
2	
3	
4	

Section 3:

Student Course Assessment Survey (SCAS) Feedback:

3.1. Students' feedback with respect to the **course** as provided in SCAS Report:

Overall achieved Score (out of 5) for this course in SCAS Report =

3.1.1. Course-related Comments:

Please read students' comments in SCAS Report related to this course, and categorize them in the below table in the form of Strengths and Concerns (if there is no comment, leave it empty):

#	Strengths	Concerns
1.		
2.		
3.		

3.1.2. Instructor's proposed corrective action plan based on students' above-mentioned feedback:

#	Corrective Action Plan based on SCAS Feedback on the Course
1.	
2.	
3.	

3.2. Students' feedback in SCAS Report with respect to the instructor:

Overall achieved score (out of 5)

Main reason(s) or challenge(s) faced for not achieving the minimum required score of 4 out of

5. (Skip if not applicable)

Action plan for improvement in the overall score in the next offering of course (if applicable)

3.2.1 Instructor-related Comments:

Please read students' comments in SCAS Report with respect to the instructor, and categorize them in the below table in the form of Strengths and Concerns (if there is no comment, leave it empty):

#	Strengths	Concerns
1.		
2.		
3.		

3.2.2 Instructor's proposed corrective action plan based on students' feedback on the instructor:

#	Corrective Action Plan based on SCAS Feedback on the Instructor
1.	
2.	
3.	

3.3. Students' Feedback on Lab/Studio/Clinic instructor (if applicable):

(If the Lab/Studio/Clinic is taught by more than one instructor, please add the following tables for each instructor of Lab/Studio/Clinic)

Please read students' comments in SCAS Report with respect to the Lab/Studio/Clinic instructor, and

summarize the comments and suggestions in the below table (if there is no comment, please leave it empty):

Instructor Name (1)	
Overall achieved score (out of 5)	
Main reason(s) or challenge(s) faced for not achieving the minimum required score of 4 out of 5. (Skip if not applicable)	
Action plan for improvement in overall score in the next offering of course (if applicable)	

Lab/Studio/Clinic Instructor-related Comments		
#	Strengths	Concerns
1.		
2.		
3.		

3.3.1. Instructor's proposed corrective action plan based on students' above-mentioned feedback on the Lab/Studio/Clinic instructor:

#	Corrective Action Plan based on SCAS Feedback on the Lab/Studio/Clinic Instructor
1.	
2.	
3.	

Section 4:

Continuous Quality Enhancement

4.1. Implementation of corrective actions (for unachieved CLOs) that were recommended in Section 2.1 of CAR for previous offering of the course. (Skip if not applicable)

#	Corrective Actions recommended in Section 2.1 of CAR (as approved by ACIC and CEC)	Were these actions implemented this semester (Yes/No)? If not, why?
1		
2		
3		
4		

4.2. Please summarize how above-mentioned corrective actions helped in improving the course. If no improvement was achieved, explain the possible reasons. (Skip if not applicable)

4.3. Implementation of course improvement actions that were recommended in Section 2.2 of CAR for previous offering of the course:

#	Course Improvement Actions recommended in Section 2.2 of CAR (as approved by ACIC and CEC)	Were these actions implemented this semester (Yes/No)? If not, why?
1		
2		
3		
4		

4.4. Please summarize how above-mentioned improvement actions helped in improving the course. If no improvement was achieved, explain the possible reasons.

4.5. Implementation of corrective actions (based on SCAS feedback) that were recommended in Section 2.3 of CAR for previous offering of the course:

#	Corrective Actions Recommended in Section 2.3 of CAR (as approved by ACIC and CEC)	Were these actions implemented this semester (Yes/No)? If not, why?
1		
2		
3		
4		



4.6. Please summarize how above-mentioned corrective actions helped in improving the course. If no improvement was achieved, explain the possible reasons.

Reviewed and Approved:

Instructor's Signature

Date

.....

.....

Head of ACIC's Signature

Date

.....

.....

Head of Department's Signature

Date

.....

.....

Section 5 (CAP Sheet)

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 2.0	25/05/2017	Major change to criteria, rubric, and procedure	Vice Chancellor for Academic Affairs
V 2.1	20/02/2019	Minor change with adjustments to evaluation criteria	Vice Chancellor for Academic Affairs
V 2.2	13/04/2021	Minor changes with adjustments to evaluation criteria	Vice Chancellor for Academic Affairs
V 2.3	17/11/2021	Minor changes with adjustments to evaluation criteria	Vice Chancellor for Academic Affairs
V 2.4	21/03/2022	Minor change with evaluation criteria for research	Vice Chancellor for Academic Affairs
V 2.5	1/03/2023	Minor change with evaluation criteria for teaching and services	Vice Chancellor for Academic Affairs
V 2.6	18/07/2023	Changes in evaluation cycle and update criteria for teaching, research and services	Vice Chancellor for Academic Affairs
V 2.7	20/11/2024	Minor change on CPD points and serving students of determination	Vice Chancellor for Academic Affairs

Adjunct Faculty Performance Evaluation Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCCA
Approved By	Chancellor	Effective Date	Mar. 2022
		Next Review Date	Mar. 2025

Purpose

Ajman University, in line with its continuous improvement process, provides constructive feedback to its adjunct faculty based on their performance evaluation. In particular, the adjunct (part-time) faculty performance review is utilized to provide all adjunct faculty with timely information regarding the extent to which they are meeting the college and university expectations of their performance in teaching.

Adjunct Faculty Performance Evaluation

Ajman University has a regular and systematic evaluation of adjunct faculty performance in teaching in order to ensure academic effectiveness. This includes the following:

- Students evaluations of the instructor teaching effectiveness based on the Student Course Assessment Survey (SCAS).
- Assessment of Course Files, which includes Instructor Course Assessment Reports (ICARs). Research is not a requirement from adjunct faculty. However, an adjunct faculty may like to submit to the HoD his/her publication(s) with AU affiliation during the evaluation period.

Guidelines

The evaluation criteria defined in this document is for adjunct faculty members only. An adjunct faculty member who joins the University shall meet with their Head of Department at the beginning of the joining semester to reach an understanding about their performance evaluation. For Classroom/Lab courses, the quality of the submitted course file(s), Instructor Course Assessment Report (ICAR), and students' evaluation shall be the basis of evaluation for teaching.

The overall performance of adjunct faculty members will be rated as *Outstanding* (4.5-5.0 score), *Excellent* (4.0-4.49 score), *Very Good* (3.5-3.99 score), *Good* (3.0-3.49 score), *Satisfactory* (2.5-2.99 score), *Needs improvement* (2.0-2.49 score) and *Unsatisfactory* (0.0-1.99 score).

Evaluation Criteria for Teaching

All Adjunct faculty members are expected to:

- Meet the class at scheduled times unless there are extenuating circumstances (covered in the SCAS).
- Prepare examination questions and other coursework that appropriately cover CLOs (covered in the SCAS).
- Provide timely feedback on examinations and other coursework (covered in the SCAS).
- Prepare and submit on time the instructor course assessment report(s) and course file(s) of the course(s) taught.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	23/03/2022	Initial policy	Office of VCAA

Adjunct Faculty Evaluation Report (AFER) Form

This form shall be used for evaluation of adjunct faculty and submitted by the HoD and College Dean to the VCAA.

Adjunct Faculty Details

Adjunct Faculty Name	
Department	
College	
Email	
Date of joining AU	
Adjunct Faculty Evaluation Date	
Publications with AU Affiliation (Optional)	

Adjunct Faculty Performance Evaluation	Score
1. Student Course Assessment Survey (SCAS)	
Assessment of Course Files, including Instructor Course Assessment Reports (ICARs)	
Overall Score	

Performance Evaluation by the HoD

Overall Rating of Adjunct Faculty Member = Comments of HoD:

Performance Evaluation by the Dean: Overall Rating of Adjunct Faculty Member =

Comments of Dean:

Signatures:

Name of HoD: _____

Signature of HoD: _____

Date of Submission to Dean: _____

Name of Dean: _____

Signature of Dean: _____

Date of Submission to VCAA: _____

College Dean Performance Policy

Policy Owner(s)	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCCA
Approved By	Chancellor	Effective Date	May 2024
		Next Review Date	May 2027

Purpose of the Review

The purpose of the dean's performance review is (i) to evaluate the progress of the college, departments and units under the dean's leadership, (ii) to provide an opportunity for constructive input from faculty and other constituencies, and (iii) to assess the professional contributions and performance of the dean. This policy describes the process and criteria by which the review is to be conducted. The outcome of the review will be used as the basis of the contract renewal decision.

The Review Process and Procedure

The Vice Chancellor for Academic Affairs (VCAA) will review the performance of each academic dean in the University at the end of second year of each 3-year term. The review process is to be initiated by the Office of the VCAA.

The VCAA requests the deans to provide the Dean's Self-Evaluation Report (DSER) which is in line with their performance contracts (PC). The Office of the VCAA seeks appropriate input and feedback from each college's faculty members and Heads of Departments (HoDs) through formal surveys. The VCAA may also form an ad hoc committee to assess the DSER and provide a recommendation accordingly. The VCAA prepares a final evaluation report for each dean based on his/her DSER, the outcome of the surveys of his/her respective faculty and HoDs, and the recommendation of the said committee (if any). The report should provide an assessment of the college progress under the dean's leadership, an evaluation of the dean's performance, and recommendations for improvement, if any. The VCAA shares the reports with the respective deans for their comments and feedback. Accordingly, the VCAA finalizes the evaluation reports with his recommendations and shares them with the Chancellor for his final approval.

Upon conclusion of the review, the VCAA communicates the final reports to the respective deans.

Criteria for Review:

The VCAA will determine the criteria for review. In addition to the following general criteria, he /she may consult the deans of colleges / academic units for any specific criteria along with appropriate measures. The criteria for the Dean's performance review shall include the following:

- Demonstrating evidence of commitment to the highest standards of quality in teaching, scholarship/research, and academic development.
- Providing leadership in all academic matters, with responsibility for coordinating, evaluating and improving curricula and programs (including interdisciplinary programs) and for promoting excellence in teaching and research.
- Facilitating goal setting by individuals, programs, departments, and the college in alignment with the University mission and strategic plan.

- d. Establishing a working environment conducive to achieving individuals, departments and college goals.
- e. Identifying and resolving conflicts affecting the college.
- f. Recruitment and retention of highest quality faculty, staff and students while ensuring diversity.
- g. Implementing fair and effective performance evaluation for faculty and staff.
- h. Developing internal and external resources for the college including fundraising activities.
- i. Managing the college's fiscal affairs.
- j. Building and activating partnership with external academic and industrial entities.
- k. Developing impactful engagement initiatives with professional and social communities.

Dean's Self-Evaluation Report (DSER):

The dean will submit a self-evaluation report which highlights his leadership and achievements in the following items:

- Recruitment and Development of Qualified Faculty and Staff
- Recruitment of Bright Students and Growth in Intake
- Financial resources' management and development
- Enhancement of the Quality and Relevance of Academic Programs
- Development in the Number and Quality of Academic Programs
- Development of Academic Facilities
- Development of quality Scholarly Activities and Impactful Research Output
- Development of Curricula and Learning Resources
- Building Effective Strategic Partnerships with External Institutions and Industry
- Community Engagement Initiatives
- Local and International Accreditations
- Enhancement of Co-curricular Activities in the College
- Vision and Plans to address the College's Challenges and Opportunities for Growth and Development
- Leading activities for fundraising
- Other Initiatives and Achievements

Confidentiality:

It is essential that utmost confidentiality be maintained during the review process. The individuals engaged for the logistic support are expected to maintain confidentiality of information, decisions and identity of individuals.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	25/05/2017	New policy – CAA Standard	Vice Chancellor for Academic Affairs
V2.0	30/04/2021	Updated DSER Report items and Review/Survey Form Feedback Items	Vice Chancellor for Academic Affairs
V3.0	03/05/2024	Inclusion of VCAA assessment in addition to feedback from faculty and HoDs.	Vice Chancellor for Academic Affairs

Faculty Promotion Policy

Policy Owner(s)	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Ajman University (AU) encourages its faculty to be committed to production and dissemination of innovative and impactful knowledge. The ultimate purpose is to support the institution's mission, achieve its goals, and enhance performance and productivity through adoption and utilization of best practices in teaching, research, and service to the University and the community at large, following the principles of objectivity, transparency and fairness.

AU puts significant emphasis on professional development of its faculty. It also rewards those who demonstrate exemplary performance and contribute with outstanding achievements. It recognizes the right of deserving faculty members to be promoted to higher rank in accordance with its promotion policy and encourages them to seek promotion as soon as they have met the conditions to apply for promotion to a higher rank. This policy applies to all full-time, resident faculty members holding Master, PhD or terminal degrees, and appointed to the rank of Lecturer, Senior Lecturer, Assistant Professor and Associate Professor. Candidates applying for promotion to a higher rank shall be evaluated on the basis of (a) quality of teaching effectiveness (b) depth of scholarship and quality and impact of published work (c) service to the University, the community and the profession/discipline. The promotion process adopted at AU aims at encouraging academic excellence in a fair and objective manner. For this purpose, specific measurable and well-defined promotion criteria and procedures have been developed. A brief description of the promotion criteria is as follows:

Criteria for Promotion

Faculty members applying for promotion will be evaluated on the basis of the following:

1. Teaching
2. Research
3. Service

While the University and community service is recognized and encouraged, high quality teaching and research are of primary importance and are indispensable qualifications for promotion to higher academic ranks.

Teaching

Since teaching is a primary function of all AU faculty, a candidate for promotion is required to demonstrate his/her ability to teach effectively in addition to fulfilment of all other assigned responsibilities. The following factors and criteria are to be considered in the evaluation of teaching performance:

- a. Competence in teaching the subject matter and effective utilization of different teaching and learning methodologies.
- b. Effectiveness in the development and use of innovative methods in teaching such as e-learning and experiential learning.
- c. Initiation and participation in curriculum development (e.g. major revisions of existing courses, development of new courses, initiation of new programs or concentrations, etc.).

- d. Effectiveness in the development and use of instructional laboratories, studios, and clinics, as applicable.
- e. Effectiveness in supervising theses, senior projects, training, etc.
- f. Ability to teach different courses in their areas of specialization.

Research

The University shall promote faculty members who are actively engaged in scientific research and creative scholarship of demonstrable quality and impact. Therefore, all faculty members holding PhD or terminal degrees should demonstrate significant research achievements in their fields of specialization. While faculty members holding Master degrees and appointed as Lecturers are not required to produce scholarly output, those desiring to be promoted to the ranks of Senior and Principal Lecturers must provide some evidence of scholarly output as explained in this policy.

Promotion to the rank of Associate Professor requires research accomplishments whose originality, depth and impact establish the candidate as an important contributor to knowledge in the specialized field. Promotion to Professor Rank requires a record of research accomplishments that establish the candidate as an outstanding contributor to knowledge in the specialized field.

The research achievements of all faculty members shall be evaluated on the quality of their contribution to knowledge in the context of the research mission of individual departments and colleges, as evidenced by the goals set out in their respective strategic plans.

Research output shall be demonstrated by published work in reputed and ranked journals and proceedings of prestigious conferences, written evaluations by leading figures in their specific research field, awards, prizes, inventions, patents, and other recognitions. For faculty specialized in the fields of Architecture, Art, and Design, the research output could also include creative works as specified in this policy.

In published scholarly work, the main considerations are impact and quality rather than volume. A judgment can be made by examining the quality of the journals in which the publications appeared, the use which other researchers make of an individual's publications (citations), or by requesting testimony from other distinguished practitioners in the field. Contributions in the area of coordination of knowledge such as survey articles and books are also considered as evidence of effective scholarship. Substantial external research grants also constitute an important factor in the assessment process.

Faculty engaged in interdisciplinary research that integrates knowledge, methods, and perspectives from multiple disciplines to address complex challenges will be given special recognition. Contributions to interdisciplinary research, including collaborative publications, cross-disciplinary grants, and impactful innovations, will be assessed based on their significance, scholarly merit and influence on advancing knowledge and practice across disciplines. However, articles resulting from these research works need to be published in specialized journals.

Other evidence in this area includes supervision of Master's and Doctoral theses. Moreover, articles, textbooks, reports, and similar publications normally considered as contributions to the professional literature or the advancement of the professional practice or of professional education shall be regarded as evidence of effective scholarship, especially when they present new ideas or incorporate scholarly research. Evidence of scholarly stature may include services on editorial boards of scholarly journals, invitations to give keynote addresses in conferences or symposia, membership in technical committees of international/national conferences, acting as referee for scholarly journals and conferences. Software or prototypes may be evaluated for consideration as evidence of scholarship.

Service

Service includes a) department, college and university service, b) academic and professional activities outside AU, and c) contribution to students' co-curricular activities. Recognition shall be given to faculty members who prove themselves as active administrators and developers of their respective departments and colleges. Services rendered by the faculty members to the local community and the United Arab Emirates, both in their special capacities as scholars and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These services may include organizing short courses, national/international conferences, seminars and workshops, authoring articles for the general public and translations from and into Arabic, etc. Contributions might also include identifying industry needs and elaborating coherent training programs in their areas of expertise, as well as establishing a link for technical cooperation between AU and other institutions in specific areas of expertise. Similarly, guidance and leadership in student activities and contribution in student counselling shall also be recognized and considered.

Section I: General Provisions and Definitions

Article 1:

The above preamble is an integral part of this Policy.

Article 2: Definitions

The following terms and expressions shall have the meanings hereunder assigned to them, unless the context indicates otherwise.

Term	Definition
UAE	United Arab Emirates
The Ministry	The Ministry of Education- Higher Education Affairs, United Arab Emirates
The University/AU	Ajman University
The University Chancellor	AU Chancellor
FPC	Faculty Promotion Committee
The College	The college to which the faculty member applying for promotion belongs.
The Department	The department to which the faculty member applying for promotion belongs.
Jury	A jury of university professors from a similar field of expertise selected from inside or outside the UAE to review and evaluate an applicant's research papers
Academic Scale	Assistant Professor - Associate Professor - Professor

Article 3: Policy Name and its Execution

This Policy shall be named the "Faculty Promotion Policy" and shall become effective as of the date of its approval by the Chancellor. It shall supersede any and all conflicting documents.

Only full-time (resident) faculty, including full-time clinical faculty, appointed as Assistant or Associate Professors at AU may apply for an academic promotion, as per the provisions set forth herein.

Article 4: Primary Evaluation Responsibility

The College Dean is primarily responsible to conduct the promotion evaluation in accordance with the promotion policies stated in this document. The Dean shall submit his/her recommendations to the Vice-Chancellor for Academic Affairs (VCAA) who will forward it to the Faculty Promotion Committee (FPC).

After validating that the promotion process has been carried out in accordance with AU promotion policies, the FPC shall submit its observations and recommendation to the VCAA who is ultimately responsible of approving or rejecting the promotion applications.

In case the Dean himself/herself is the candidate for promotion, the primary evaluation responsibility shall rest with the FPC.

Section II: Faculty Promotion Committee (FPC)**Article 5: FPC and its Objectives**

AU has established a Faculty Promotion Committee (FPC) with the following objectives:

1. Assuring that the process carried out for promotion of a faculty member is completely in accordance with the policies and procedures set forth in this document.
2. Assuring transparency, objectivity and impartiality in issuing recommendations regarding promotions.
3. Assuring that any promotion is granted on the sole ground of eligibility and competence, supported by the faculty member's excellent track of teaching, research and university and community service.
4. Submitting its observations and promotion recommendation to the Vice Chancellor for Academic Affairs for final decision.

Article 6: FPC Composition

FPC shall be established by the Vice-Chancellor for Academic Affairs. The chairperson of FPC shall be a professor and FPC members shall have the rank of associate professor or professor. All colleges shall be represented. Any vacant seat shall be filled with a member from the same college through a decision of Vice-Chancellor for Academic Affairs.

Article 7: FPC Duties

AU Faculty Promotion Committee (FPC) shall deal with the following:

1. After receiving the applicant's complete file from the VCAA, the FPC shall review the evaluation process and submit its observations and recommendation to the Vice-Chancellor for Academic Affairs (VCAA) after ensuring that the process carried out for promotion was completely in accordance with AU promotion policies and procedures.
2. Maintain and update the Faculty Promotion Policy as directed by the Vice- Chancellor for Academic Affairs.
3. Perform any other duties assigned by the Vice-Chancellor for Academic Affairs.

Article 8: Meetings of FPC

The Faculty Promotion Committee shall hold meetings in accordance with a specified timetable as well as upon the invitation of the Vice-Chancellor for Academic Affairs, with its quorum being a simple majority.

Section III: Jury

Article 9

A qualified jury, which shall be selected as per the conditions set forth in this Policy, shall assess the quality and impact of research and scholarly publications of the applicant.

The VCAA is responsible for providing the Dean with a template invitation to be sent to potential jury members by the Dean.

Article 10: Selection of Jury

1. Each College shall develop and maintain a database of qualified reviewers with the minimum rank of Associate Professor. The reviewers shall have excellent academic reputation in their respective disciplines.
2. The Head of Department (HOD) should provide the Dean with at least 10 potential external reviewers to evaluate the research publications of the applicant. If the HOD himself/herself is the candidate for promotion, then the Dean shall ask a senior faculty in the department to provide the list.
3. The College Dean shall select three reviewers for reviewing the published research of the applicant. If the Dean himself/herself is the candidate for promotion, then the College Council, without the presence of the Dean, shall select the three reviewers from the list provided by the HOD.
4. All correspondence with reviewers, their reports and promotion deliberations as well as the names of the selected reviewers shall be kept confidential.

Article 11: Criteria for Jury Selection

External reviewers shall be selected on the basis of the following criteria:

1. All reviewers must be specialized in the same discipline as that of the applicant
2. All the reviewers must be of Professor Rank if the promotion application is for promotion to the rank of Professor. However, one reviewer can be of Associate Professor Rank if the promotion application is for promotion to the rank of Associate Professor.
3. All reviewers must be from accredited institutions of good reputation and high ranking.
4. No reviewer must have collaborated with the applicant in any of the research papers submitted in the application. No previous relation in the awarding of the applicant's Masters or PhD degree should exist between the applicant and the reviewer and both the applicant and the reviewer must not have worked for the same employer at the same time.

Section IV: Faculty Promotions

Article 12: Promotion Criteria

A faculty member may apply for promotion to a higher rank if he/she meets the following criteria:

1. Has served AU for at least two years as full-time, resident faculty. However, for applicants with exceptional research performance, this period can be reduced to one year by the Dean. The period the applicant may have spent as visiting faculty shall be counted if his/her appointment was changed from a visitor status to a resident faculty without any break in service at AU. The period a returning faculty had spent at AU before leaving the University shall be considered if the duration between his/her leaving the university and re-joining it is less than two years.
 2. Has served at his/her current rank for at least five years, in either Ajman University or any other accredited university. However, for applicants with consistent outstanding performance, the Dean may reduce this period to four years.
 3. For promotion to the rank of Senior Lecturer, the applicant must meet the following criteria:
 - Has served as a Lecturer for at least five (5) years;
 - Has demonstrated excellent performance in teaching and advising students over the past five years;
 - Has impacted students in developing their knowledge and skills;
 - Has made useful contribution in the development of course materials;
 - Has performed well in successfully completing the assigned service tasks;
 - Has obtained an "excellent" rating in the service category for the past two years;
 - Has produced some scholarly output such as at least one Scopus-indexed journal publication, or one creative art work, as listed in the Faculty Promotion Policy (in the last two years), or has made significant contribution in industry/professional practice.
 4. For promotion to the rank of Principal Lecturer, the applicant must meet the following criteria:
 - Has served as a Senior Lecturer for at least five (5) years;
 - Has demonstrated excellent performance in teaching and advising students over the past five years;
 - Has significantly impacted students in developing their knowledge and skills;
 - Has made valuable contribution in the development of course materials;
 - Has consistently achieved the targets of assigned service tasks;
 - Has obtained an "excellent" rating in the service category for the past three years;
 - Has produced at least two Scopus-indexed journal publications, or two creative art works, as listed in the Faculty Promotion Policy (in the last three years), or has made outstanding contribution in industry/professional practice.
 5. For promotion to the rank of Associate Professor, the applicant has published minimum of four peer-reviewed indexed research papers; at least three of these papers are published in reputed and ranked journals, and at most one paper is published in the proceedings of a prestigious conference. Alternatively, the applicant for promotion to the rank of Associate Professor has published at least two refereed research papers (at least one in a reputed and ranked journal) and produced at least two creative works from the list of creative works provided in this policy.
- It may be noted that the University does not permit an Assistant Professor to remain in the same rank for more than 10 years. In exceptional cases, a further extension of up to two years may be

granted to faculty serving in major administrative positions, upon approval by the Vice-Chancellor for Academic Affairs.

6. For promotion to the rank of Professor, the applicant has published minimum of six peer-reviewed indexed research papers; at least five of these papers are published in reputed and ranked journals, and at most one paper is published in the proceedings of a prestigious conference. Alternatively, the applicant for promotion to the rank of Professor has published at least four refereed research papers (at least three in reputed and ranked journals) and produced at least two creative works from the list of creative works provided in this policy.
7. Other applicable conditions are as follows:
 - a. The number of research papers published by the same refereed journal shall not exceed two except for very high-quality journals, such as SCOPUS-Q1 journals.
 - b. The contents of the research papers or creative work should not be copied from the applicant's Master's and PhD theses. In addition, for promotion to the rank of Professor, the papers should not be based on the material used for promotion to the rank of Associate Professor. Similarly, for promotion to the rank of Principal Lecturer, the scholarly output should not be based on the material used for promotion to the rank of Senior Lecturer.
 - c. In case of application for promotion to the rank of Associate Professor, at least one of the submitted research papers or creative work must be either individually authored by the applicant or with only one co-author/contributor. Alternatively, for at least one research paper, the applicant must be the first author of the paper, or the paper is an outcome of interdisciplinary research work published in a specialized Scopus-indexed journal (excluding general multidisciplinary journals), regardless of the authorship order of the applicant. For other papers or creative work, the total number of authors/contributors must not exceed four. A paper or creative work will be considered to have 50% weight if the number of authors/contributors for that paper is five or more. Two papers or creative works with 50% weight shall be considered equivalent to one paper or creative work in terms of fulfilling the requirement of number of publications or creative works. If the publication is an outcome of interdisciplinary research and is published in a specialized Scopus-indexed journal (excluding general multidisciplinary journals), it will be considered as a full paper regardless of the number of authors.
 - d. In case of application for promotion to the rank of Professor, at least two of the submitted research papers or creative works must be either individually authored by the applicant or with only one co-author/contributor. Alternatively, for at least two research papers, the applicant must be the first or second author of the paper, or the paper is an outcome of interdisciplinary research work published in a specialized Scopus-indexed journal (excluding general multidisciplinary journals), regardless of the authorship order of the applicant. For other papers or creative works, the total number of authors/contributors must not exceed four. A paper or creative work will be considered to have 50% weight if the number of authors/contributors for that paper or creative work is five or more. Two papers or creative works with 50% weight shall be considered equivalent to one paper or creative work in terms of fulfilling the requirement of number of publications or creative works. If the publication is an outcome of interdisciplinary research and is published in a specialized Scopus-indexed journal (excluding general multidisciplinary journals), it will be considered as a full paper regardless of the number of authors.

- e. Only one unpublished research paper that has been accepted for publication in a reputed and ranked journal or prestigious conference proceeding may be submitted for consideration.
 - f. At most one refereed research paper published in the proceeding of a prestigious scientific conference shall be accepted.
 - g. Research papers published in electronic journals shall be accepted if the electronic journal is refereed and ranked and the publication is approved by the College Research Committee (CRC) and the Dean. Papers published in questionable “pay-to-publish” journals shall not be accepted.
 - h. A patent shall be considered as a research paper, provided the applicant demonstrates that the patent registration is under the applicant's name. In this case it shall not be sent to a jury and shall be rated as Excellent.
 - i. At least two of the submitted research papers or creative works must be authored/produced while the applicant is employed at Ajman University.
 - j. All the submitted research papers must deal with the applicant’s specialization/discipline. However, one high-quality educational/pedagogical peer-reviewed research paper may be considered.
 - k. The Dean may refer to the College Research Committee (CRC) to ascertain the quality of the journals and conference proceedings in which the applicant has published his/her research work. The CRC shall refer to AU publication guideline document for classifying the journals in various categories (such as AU A*, A, B or C)
8. The list of Creative Outputs approved by the University are as follows:

List of Creative Outputs

1. Creative work that won national or international architecture, art and design competitions (1st, 2nd or 3rd prize).
2. Design of innovative furniture or other industrial products.
3. Certificate of patent/invention related to architecture, art and design.
4. Creative and innovative design work, such as villas, hotels, malls, shops, coffee shops and restaurants.
5. Demonstrated original art or design exhibitions at national or international level in authorized galleries, museums, governmental or private well-recognized organizations and national or international exhibitions.
6. Completion of architectural project including letter from consultancy or client. Project size and complexity must be part of referees’ input.
7. Renovation and restoration of old or historic buildings.
8. Specialized work such as sustainability, feasibility, shading, acoustics or lighting

Article 13: Promotion Procedure

The procedure for promotion to the ranks of Associate Professor and Professor is as follows:

- a. The applicant sends a letter of intention to the Dean who forwards it to the VCAA.

- b. The VCAA, after validating the eligibility of the applicant, sends a letter to the Dean to confirm or deny eligibility based on the requirements for promotion to the desired rank.
- c. The Dean informs the applicant about the eligibility status with a copy to the VCAA.
- d. Applicant submits his/her complete dossier to the HOD.
- e. The HOD (or senior faculty member appointed by the Dean if HOD is the applicant) forms an ad-hoc committee at the department level which evaluates/assesses the submitted dossier.
- f. The ad-hoc committee submits its report to the HOD (or to senior faculty member appointed by the Dean if HOD is the applicant) who reviews the report of ad-hoc committee and submits his/her recommendation to the Dean along with the complete dossier. If the Dean is the applicant, then HOD shall submit the report along with his/her recommendation and the dossier to the FPC.
- g. HOD submits a list of 10 external reviewers to the Dean. If the HOD himself/herself is the candidate for promotion, then the Dean shall ask a senior faculty in the department to provide the list.
- h. The Dean is responsible for sending invitations to external reviewers and should form a jury of 3 external reviewers selected from the list of 10 reviewers. The Dean shall be responsible for all communication with the reviewers throughout the review process until it is complete. If the Dean himself/herself is the candidate for promotion, then the College Council, without the presence of the Dean, shall select the three reviewers from the list provided by the HOD. Also, in this case the FPC shall send invitations to external reviewers and be responsible for the review process until it is complete.
- i. The Dean receives the reports of the external reviewers. The Dean reviews these reports as well as the report of the department ad-hoc committee and the recommendation of the HOD, and writes his/her own report. After giving the grades for each of the three categories (teaching, research, service), the Dean submits the complete file (which includes the reports of the external reviewers and department ad-hoc committee as well as HOD's and Dean's recommendations) to the VCAA. The VCAA shall forward the complete file to the FPC.
- j. The FPC shall review the complete file and send its observations and recommendation to VCAA.
- k. The VCAA makes the final decision

The procedure for promotion to the ranks of Senior Lecturer and Principal Lecturer is as follows:

- a. Upon completion of a minimum of five years of serving in the position of a Lecturer/Senior Lecturer, the candidate will submit the application for promotion to a higher rank along with complete portfolio to the HOD.
- b. The HOD shall form an ad-hoc committee in the department to evaluate/assess the submitted portfolio.
- c. The ad-hoc committee shall submit its report to the HOD who, after reviewing the report, shall submit his/her recommendation to the Dean along with the portfolio.
- d. A Committee formed by the Dean shall assess the candidate based on the above-mentioned criteria and submit its report to the Dean.

- e. The Dean shall submit the promotion recommendation to the Vice Chancellor for Academic Affairs who shall confirm or deny the promotion to the rank of Senior/Principal Lecturer

Article 14: Weightage of Teaching, Research, and Service

The weights for teaching and research shall account for 70% of the total grade while service shall account for 30% of total grade. For teaching and research, the weight for each shall be in the range of 30-40%. The applicant can choose, in consultation with the Dean, the weight for each provided that the total for these two categories is 70%. The selection of weights for the three categories must be in alignment with the actual effort allocated by the faculty on these categories over the past 3-5 years.

Article 15: Grading Criteria

The grading shall be carried out provided the applicant meets the conditions set forth in the Promotion Criteria mentioned in Article 12. Otherwise, the application for promotion shall be rejected. For eligible applicants (i.e. those satisfying the conditions set forth in Article 12), the grading criteria is as follows:

Teaching:

The teaching grade shall be given by the Dean on the basis of students' evaluation, teaching effectiveness, and quality of course files/portfolio, as explained below. In this regard, the Dean shall also receive input from the HOD.

Students' Evaluation: The Dean shall determine the grade based on students' evaluation related to teaching and learning. This shall account for 40% score in teaching category.

Teaching Effectiveness: The applicant shall provide evidence of teaching effectiveness in terms of effective teaching methodologies employed in classroom, major revisions of existing courses, development of curriculum, updating of labs, clinics, studios (as applicable), development of students' skills and competencies, fair and consistent grading policy, etc. The Dean shall consider all these factors in giving a grade for teaching effectiveness. This shall account for 40% grade in the teaching category.

Course Files/Portfolio: The applicant shall submit the course files or portfolio for all courses taught during the past one year (fall and winter semesters) and clinics or studios, etc. supervised. For this, the Dean shall give a grade with maximum score of 20% in the teaching category.

Research:

For each reviewed research paper or creative output, the external reviewers shall give a score out of 100. Each paper with 50% weight (paper with five or more authors) will be given a score out of 50. Depending upon the required number of publications, as stated in Article 12, the papers or creative outputs with highest scores will be considered by the Dean to give a final percentage grade. For each paper or creative output with 50% weight, the scores of two such papers will be considered equivalent to one paper.

Service:

The Dean shall give a service score for each of the following three categories:

- Department, College and University service (out of 60)
- Academic, professional, and community service activities outside AU (out of 20)
- Contribution to students' co-curricular activities (out of 20)

Article 16: Success Criterion

After determining the percentage grades in teaching, research, and service and considering the relative weights for each of these three categories, the Dean shall determine the overall weighted score in percentage. To be successful, the applicant shall obtain at least 75% overall weighted score. In addition, for promotion to the Associate Professor rank, the applicant must obtain at least 70% score in the research category, while for promotion to the Professor rank, the applicant must obtain at least 80% score in the research category.

An applicant whose promotion has been declined due to low scores in his/her research papers is entitled to reapply if he/she submits alternative papers to those for which the previous score was below 70% for promotion to the rank of Associate Professor, and below 80% for promotion to the rank of Professor. The newly submitted research papers should fulfill the criteria set out in the Faculty Promotion Policy regarding the quality of both the content and the journals in which the papers are published/accepted for publication.

Article 17: Decision by the VCAA

1. The Dean, after determining the percentage score of the applicant in each category as well as the overall weighted score in percentage, shall make a recommendation based on the above-mentioned success criterion and submit the recommendation along with all evaluation documents (including reviewers' reports) to the VCAA for further action.
2. The VCAA shall forward the applicant's file (including the report of the Dean and the reviewers' reports) to the FPC. The FPC will review the qualifications of the applicant as required for promotion, fulfilment of all evaluation process requirements, and accordingly prepare a report taking into consideration the Dean's recommendation. Otherwise, the FPC will notify any short-comings in the review process to the Dean and request for re-consideration. Finally, the FPC shall submit its observations and recommendation to the VCAA.
3. The VCAA shall issue a decision on the promotion application following the recommendation given in the FPC report, provided that the applicant is still working in the same post at the time the decision is issued.
4. In case of favorable decision by the VCAA, the applicant shall be promoted to the corresponding academic rank in accordance with Article 18 below.
5. The decision of promotion shall be issued in both Arabic and English, in two originals, one for the promoted faculty member and the other for the Office of Human Resources. A soft copy thereof shall be sent to the Documentation Center for archiving purposes.

Article 18: Effects of Promotion

All non-financial effects of the decision of promotion shall be applicable immediately after the approval of promotion by the VCAA. However, all financial effects shall be applicable as from the beginning of the following academic year.

Article 19: Re-application for Promotion

- a. If the application is rejected, the applicant may re-apply for promotion in the following academic year.

- b. If the application for promotion is rejected for two consecutive times, the Dean may accept to review the application for a third and final time, at least one year after the second application was rejected. The applicant shall bear all the costs related to processing of his/her third application.

Section V: Appeals

Article 20

The applicant can submit an appeal against the promotion decision to the University Chancellor, within one month from the date he/she is notified of the rejection decision. The University Chancellor may reject the appeal or form a committee to handle the appeal.

Section VI: Amending the Policy

Article 21

The articles of this Policy may be reviewed any time after one year from its entry into force, upon the directive of the Vice-Chancellor for Academic Affairs.

Appendix: Timetable for Promotion Process

No.	Procedural Step	Deadline
1	Applicant submits letter of intent to the Dean	September 10
2	Dean forwards the letter of intent to the VCAA	September 17
3	Dean informs the applicant about his/her eligibility status	October 1
4	Applicant submits his/her dossier to the HOD	October 10
5	The HOD forms an ad-hoc committee in the department to review the dossier	October 17
6	The ad-hoc committee submits its report to the HOD	November 1
7	The HOD submits the dossier to the Dean along with the report of ad-hoc committee and his/her recommendation	November 10
8	The Dean sends the research papers to three external reviewers (jury)	November 24
9	The Dean receives the reviewers' reports.	March 01
10	The Dean reviews the complete file and gives score for each category. Submits the complete file to VCAA with his/her recommendation.	March 15
11	The VCAA forwards the file to FPC	March 22
12	The FPC after reviewing the complete file submits its recommendation to the VCAA	April 15
13	The VCAA makes the final decision	April 30

Academic Support Staff Promotion Criteria

An academic support staff may apply for promotion to a higher rank if he/she meets the following criteria:

- a. For Assistant Instructor/Assistant Clinical Instructor to be promoted to Instructor/Clinical Instructor rank must meet the following criteria:
 - Has served as an Assistant Instructor/Assistant Clinical Instructor for at least five (5) years;
 - Has demonstrated excellent performance in serving as an Assistant Instructor/Assistant Clinical Instructor over the past five years;
 - Has impacted students in developing their knowledge and skills;
 - Has demonstrated excellent teamwork;
 - Has performed well in successfully completing the assigned service tasks;
 - Has participated in research activities with students and/or faculty members.
- b. For Instructor/Clinical Instructor to be promoted to Senior Instructor/Senior Clinical Instructor rank must meet the following criteria:
 - Has served as an Instructor/Clinical Instructor for at least five (5) years;
 - Has demonstrated excellent performance in serving as an Instructor/Clinical Instructor over the past five years;
 - Has significantly impacted students in developing their knowledge and skills;
 - Has demonstrated excellent mentoring skills;
 - Has performed very well in successfully completing the assigned service tasks;
 - Has co-authored at least one Scopus-indexed publication.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 2.0	19/03/2017	New policy – new promotion criteria and provisions to regulate promotion - new roles to HODs, Deans, and Faculty Promotion Committee	Vice Chancellor for Academic Affairs
V 2.1	19/03/2019	Minor change - added criteria to the policy for the promotion of lecturers with a Masters as a terminal degree / new list of creative outputs	Vice Chancellor for Academic Affairs
V 2.2	22/10/2020	Minor change – added the section “Academic Support Staff Promotion Criteria”	Council for Academic Affairs
V2.3	17/08/2021	Minor change in Article 16 – Inclusion of promotion reapplication	Council for Academic Affairs
V2.4	07/09/2022	Minor change in Article 14 – Inclusion of effort allocation	Vice Chancellor for Academic Affairs
V2.5	23/03/2023	Minor change in Article 12 – Inclusion of limit for Assistant Professor to remain in the same rank.	Vice Chancellor for Academic Affairs

Talent Acquisition Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The purpose of this policy is to explain the guidelines and practices adopted by AU pertaining to the recruitment of staff members and enabling the talent acquisition team to standardize the talent acquisition cycle, processes, tasks and procedures, with clear guidelines and necessary templates.

Scope

This policy applies to the recruitment of permanent and temporary staff members, whether serving on part-time or full-time basis.

Policy Statement

AU is committed to recruiting and retaining best and highly qualified talent while engaging in recruitment and selection practices that follow AU values of equity, diversity and inclusiveness, relevant UAE employment laws and educational sector best practices.

Talent Acquisition Channels

A. Talent Acquisition Channels

Methods for effective talent acquisition:

- a. Employee referrals
- b. Job portals and searches
- c. Recruitment consultants
- d. Social media channels
- e. Head hunting
- f. Freelance recruitment
- g. Other recruitment agencies (job boards, newspapers, and recruitment agencies)

B. Interview Methods:

- a. Phone screening
- b. Virtual interviews
- c. Face to face interviews

C. Recruitment from Abroad Formalities:

- a. If recruitment is conducted from abroad, and the selected staff member is located outside the UAE, the cost of recruitment's one-way air-ticket and two weeks' hotel accommodation in the UAE will be borne by the University, in coordination with the Office of Community Engagement. In some cases, where there is a justifiable reason, a new joiner may be granted an extension for hotel accommodation for two more weeks upon approval from the Chief Operating Officer and in coordination with the Office of Community Engagement. Any extra days stayed in the hotel by the new joiners in excess of that period will be borne solely by them with no responsibility from the University.
- b. The University will grant the new joiners an advance payment upon joining to assist them with relocating and settling. The amount and tenure of this advance payment shall be according to the Employee Loan policy.

D. Hiring Remote Workers

The University is committed to attracting a diverse team that contributes to the University's success. Thus, remote working is expected to assist in building a diverse global team.

a. Types of Remote Working:

Remote working can be applicable for part-time or full-time positions as follows:

1. Part-time remote working is applied to certain positions in which the staff member can divide work time between the physical attendance at main workplace and a remote location in equal or different percentages. This may be during a specific number of days per week, weeks in a month or months in a year.
2. Full-time remote working is applicable for positions that can be performed on a full-time basis from a remote location.

b. Characteristic of Remote Jobs:

1. Jobs that do not require physical presence of the staff member and can be automated with the proper presence of technological set up, that would be facilitating the flow of productive remote working.
2. Jobs that involve administrative duties that can be successfully completed remotely, on time and without affecting the quality. This includes all administrative grades excluding AD- 1 to AD-4.

c. Competencies Required for Hiring Remote Workers:

1. **Technical savvy:** The candidate should be comfortable with common cloud-based software and audio/video conferencing platforms like Zoom or Microsoft Teams.
2. **Problem solving:** The candidate should have problem-solving skills to be able to manage his/her duties while working remotely, prior to escalating any problem encountered.
3. **Communication:** The candidate must be able to speak clearly, write unambiguously, and listen carefully since communications occur via email, phone, and instant message.
4. **Collaboration:** The candidate should be a good team player even though he/she is working remotely. He/she must maintain a high level of cooperation with his/her co-workers.

E. Rehiring resigned/ terminated staff members:

- a. Former AU staff members may be considered for re-employment if they meet the rehiring eligibility requirements. This is subject to the Office of Human Resources and higher management pre-approval.
- b. The following guidelines are to be considered when a former staff member re-applies for a position at AU:
 1. Former staff members who have less than satisfactory work record will not be considered for rehire. This includes staff members with less than satisfactory rating on their most recent performance evaluation and terminated staff members with an unresolved performance improvement plan.
 2. Staff members who were involuntarily terminated by Ajman University or were selected for layoff due to less than satisfactory work performance will not be considered for rehire.
 3. Staff members who were terminated or abandoned their job are not eligible for rehiring unless they receive top management approval.

F. Renewal of Contract for Temporary Staff Members:

- a. Prior to the temporary staff member contract expiry, the Office of Human Resources shall send a notification to the college/office regarding the staff member's last working day and obtain a recommendation whether to renew the contract or not.
- b. If the college/office intends to renew the temporary contract, the Office of Human Resources shall pursue budget approval.
- c. Once the Office of Budget and Planning approves the contract renewal requisition, the Office of Human Resources shall prepare the contract and obtain approvals as per authority matrix.
- d. Once the contract has been signed by all parties, the Office of Human Resources must ensure that the temporary staff member has all required accesses for the renewed period of the contract.

Talent Acquisition Procedures

Job Requisition Process:

A. Hiring Request:

- a. The line manager shall make sure that the targeted headcount is included in the annual approved budget before preparing the hiring request.
- b. A hiring request shall be verified by the Office of Human Resources then to be approved by Office of Budget and Planning, respective Cabinet member and the Chief Operating Officer.
- c. The Chancellor's approval shall be then obtained (not applicable for PT/ temporary vacancies).
- d. The line manager shall create a job requisition and create/update the job description for the position.
- e. The Office of Human Resources verifies the job description and process the hiring request.

B. Job posting and screening:

- a. A position must formally be vacant or expected to be vacant if it is a replacement, or its budget cycle has started, before it can be posted for hiring.
- b. The Office of Human Resources is responsible for advertising the vacancy which covers job title, job duties and responsibilities, and the minimum job requirements. All administrative positions will be posted on the University career portal as well as other recruitment channels such as outsourcing career portals, referrals or social media depending on the position's requirements.
- c. Candidates submit their applications using the University recruitment portal or other recruitment methods, such as LinkedIn, outsourcing career portals, etc.
- d. The Office of Human Resources screens the applications and disqualifies any irrelevant applications. This may include conducting phone screening with applicants to gather more information, such as working status, qualification level, notice period, salary expectations or any further details that can help in the shortlisting process.
- e. The Office of Human Resources shares initial shortlisted applications with the hiring manager and/or the search committee (interview panel) in order to finalize shortlisted candidates for interview.

C. Role of the hiring manager:

- a. The hiring manager creates the job description while initiating the hiring request, highlighting the screening criteria, such as work experience, years of experience and required educational background, degree, etc.
- b. The hiring manager shall finalize shortlisted candidates for interviewing.
- c. Upon interview completion, the hiring manager and the members of the search committee shall complete the interview assessment form.
- d. If it is a replacement position, the Office of Human Resources shall ascertain that the resignation/termination process has been duly completed.

D. Communications, scheduling, interviewing and assessments:

- a. The Office of Human Resources shall form a selection and interviewing committee, referred to as a Search Committee, that includes diversified members from related and different specializations.
- b. The search committee shall consist of a minimum of 4 members and must include the hiring manager, members from other colleges/ offices in addition to a representative from the Office of Human Resources.

- c. The search committee is responsible for interviewing and finalizing a preferred candidate(s) for the targeted position.
- d. The Office of Human shall communicate the interview schedules and inform the search committee members and candidates in writing.
- e. The Office of Human Resources together with the search committee shall conduct the first round of interviews with for each shortlisted candidate. Further interviews with the hiring manager, search committee and/or senior management can be conducted either virtually or in person as required.
- f. The hiring manager and the search committee submits the completed interview assessment form to the Office of Human Resources. A minimum of three preferred candidates can be selected and nominated for the position.
- g. The selection of the best candidate does not need to be based on the final evaluation score only, since many other factors can affect such a decision. For example, the relevancy of experience, special personality traits and competencies, fitment to culture, salary expectations, notice period, etc. However, the hiring manager should submit a clear justification for the selection decision that shall be accepted by the Office of Human Resources; making sure that the interview evaluation result classifies the candidate among the top candidates (i.e. selection of a candidate who is evaluated among the worst candidates by the search committee cannot be justified).
- h. In case no candidates are selected, the Office of Human Resources shall share another batch of resumes with the hiring manager.
- i. Assessments/ tests can be conducted for specified job positions as requested by the hiring manager and according to the job nature.
- j. It is the responsibility of the Office of Human Resources to provide the internal stakeholders with upfront, honest and accurate assessments of the search progress, number of candidates in the pipeline, and perceived or actual barriers to success in the ongoing recruitment, and also to communicate to the candidates upfront, honest and accurate information about the open positions, expectations and inform them about the status of their candidature selections/ rejections.

E. Reference checks and education verification:

- a. The Office of Human Resources conducts background checks on all selected applicants during the offer process. Background checks are expected to protect the security, safety, and health of staff members, clients, and others, as well safeguards the assets and resources of the University.
- b. The candidates must provide a minimum of three references to be contacted by the Office of Human Resources.
- c. The Office of Human Resources verifies candidates educational background and may contacts the candidate's university where he/she graduated from in order to obtain the necessary verifications and validations.
- d. Results of background checks are confidential and shared on a need basis only with prior approval of the Office of Human Resources. The results of background checks are kept in the staff member's personal file.
- e. The Office of Human Resources recommends a final candidate selection decision to the Chief Operating Officer after coordinating with the concerned hiring manager.
- f. In case of unsatisfactory results, the next candidate from the selection list shall be considered instead.

Offering the selected candidates:

- g. After the interview rounds, the hiring manager confirms to the Office of Human Resources the selection decision.

- h. The Office of Human Resources conducts the compensation and benefits fitment and then forward the same for the approval as per authority matrix.
- i. Upon obtaining the approval, the Office of Human Resources prepares the offer letter for the selected candidate as per AU salary scale.
- j. The Office of Human Resources conveys and negotiates, if needed, the compensation and benefits program precisely to the prospective candidates.
- k. If a candidate rejects the offer, the Office of Human Resources will extend an offer to the next preferred candidate from the selection list, in coordination with the hiring manager.

F. Official Approvals:

- a. After offer acceptance, the candidate shall provide the Office of Human Resources with all relevant documents to proceed with necessary official approvals. Such documents include updated resume, attested copies of certificates and transcripts, equivalency certificates, experience certificates, passport, residency, Emirates ID, police clearance, personal photos, family book/ birth certificates (for UAE nationals) and any other necessary documents that might be required by the Office of Human Resources.
- b. Upon obtaining the documents from the candidate, the Office of Human Resources shall forward the relevant documents of the candidate to Office of Community Engagement to process required approvals:
 - 1. If the official approval is obtained, the Office of Human Resources will send an acceptance letter to the candidate and proceed with joining formalities.
 - 2. If it is rejected, the Office of Human Resources will inform the candidate as well as the line manager and re-initiate the recruitment process.

G. New staff member orientation/induction process:

- a. On the joining date, the Office of Human Resources will conduct an orientation for the new staff member, which can be done virtually or face-to-face.
- b. The Office of Human Resources shall assign a probation form to the new full-time permanent staff member. The line manager shall complete probation objectives and assign related competencies, and agree on them with the new joiner.

H. New personal file checklist:

- a. The Office of Human Resources shall ensure that every new staff member has a new personal file where all records are stored digitally.
- b. The Office of Human Resources ensures all joining and commencement forms are completed and approved by all parties.
- c. The Office of Human Resources should ensure that the new staff member personal file checklist is duly completed and ensures quality check.

Miscellaneous

- 6. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- 7. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
- 8. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
- 9. In case of conflict between the contract and the Policy, the employment contract prevails.
- 10. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2014	Initial Policy	Human Resources Manager
V 2.0	01/01/2018	Minor changes in assigned roles and responsibilities, in addition to the process flow.	Chief Operating Officer
V2.1	29/06/2022	The policy has been reviewed and there are no changes required.	Human Resources Manager
V2.2	21/06/2023	This policy is established to regulate the full recruitment process of permanent and temporary staff members on full or part-time basis.	Human Resources Director

Staff Transfer Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy sets guidelines for staff member's transfer between University offices. It also provides the Office of Human Resources with the necessary procedures for carrying out the transfer activity within a flexible and scalable framework. Furthermore, it allows staff members to apply and compete for internal job openings.

Scope

This policy applies to all staff members across all offices and colleges. This does not apply to the three types of faculty members defined at the beginning of this policy.

Policy Statement

Ajman University believes that internal staff members should be given priority over external candidates when filling open vacant positions. This policy aims at giving the priority to internal staff members when filling a vacancy and ensuring that a fair and impartial mechanism is followed when evaluating all eligible and qualified internal staff members in their competition for an advertised vacancy.

Procedures

A. General Provisions

1. Interested staff members are only eligible to apply for any of the advertised staff vacancies if they have worked for at least one (1) year in their current role.
2. Internal applicants are be required to complete the evaluation and selection procedures, which ensures a transparent evaluation process based on a set of pre- specified criteria.
3. The following factors are considered during the evaluation and selection process:
 - a. Performance in the current role.
 - b. The receiving line manager's assessment of the applicant's ability to assume the job responsibilities, experience, knowledge level, skills and related qualifications.
4. Internal candidates must complete the following transfer notice periods in their current position:
 - a. A maximum of forty-five (45) days for grades AD-1 to AD-10.
 - b. A maximum of sixty (60) days for grades AD-11 to AD-16, and ACS-1 to ACS-3.
5. Staff members may be excused from serving a notice period only if both the previous and future line managers have no objection with the immediate transfer.
6. A transfer is implemented only if the Office of Human Resources believes that it is in the best interest of AU and the staff member.
7. The transfer must be carefully planned so that no ongoing commitments or pending tasks/ projects are affected.

B. General Procedures:

1. Any of the following can initiate a transfer of an eligible staff member:
 - a. Posting of a vacancy, whether internally or externally, and going through the normal recruitment process for an internal staff member. In this case, the staff member must apply to the advertised vacancy after ensuring that the minimum required skills, experiences and competencies of the new vacancy are met, and the staff member has successfully passed through all recruitment and evaluation processes.
 - b. A recommendation made by the Office of Human Resources to transfer a staff member that serves the work requirements, based on a request from the staff member's line manager and the approval of the line manager of the college/ office to which the staff member is to be transferred. The request should be approved by the Chief Operating Officer.
 - c. In all cases, the University may, in its sole discretion, transfer a staff member from one position to another when deemed necessary, with no notice or request. In this case, the Office of Human Resources shall notify the staff member of the transfer decision. If the staff member is eligible (as per the criteria), the application shall be thoroughly screened by the Office of Human Resources.
2. The staff member shall be subjected to an interview round(s), if chosen.
 - a. The Office of Human Resources shall notify the current line manager of the staff member transfer.
 - b. The line manager must decide the transfer notice period of the staff member and whether the transfer notice period is needed or waived, as well as the staff member's release date. If necessary, the Office of Human Resources shall make a salary adjustment based on the level/ job title of the vacancy that the staff member is expected to fill.
 - c. The transfer application shall be submitted to the Office of Human Resources for approval before being forwarded to the Chief Operating Officer for confirmation and final approval.

3. Following the final approval, the Office of Human Resources shall issue the transfer letter to the staff member and notify both line managers.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New Policy- This policy is established to set guidelines on internal staff members transfers between different AU colleges and offices.	Office of Human Resources

Emiratization Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy aims at establishing the general guidelines that facilitate attracting, recruiting, developing and retaining qualified Emirati talent to fill permanent Administrative and Academic Support Staff positions across different functional areas at Ajman University. It also ensures that qualified Emirati talent is identified, recruited and appropriately trained and developed in line with Office of Human Resources policies and procedures.

Objectives

The objectives of the Emiratization policy are to:

- Support AU's strategic objectives towards promoting Emiratization within AU community.
- Ensure qualified Emirati candidates have the priority in all job placements within AU.
- Establish comprehensive programs to attract, engage, develop and retain graduates and qualified Emirati employees within AU.
- Set competitive benefits scheme that attracts Emirati employees.

Scope

This policy is applicable to all employees across different colleges and offices.

Policy Statement

1. Ajman University is compliant with the UAE labor laws and the decrees of the Ministry of Human Resources and Emiratization related to the employment of UAE nationals in the private sector in the UAE.
2. The Office of Human Resources is responsible for setting the annual Emiratization programs, budgets, initiatives and activities, as well as executing the annual operational plan to attract, hire and develop Emirati employees, and increase the awareness of Emiratization within the University's culture.
3. The Office of Human Resources shall continuously review and update the talent acquisition policies and procedures to achieve Emiratization objectives, thus increasing the ratio of Emirati employees at AU.
4. The priority in filling staff positions shall be given to Emirati candidates, whether the positions require experienced/skilled or fresh graduates, considering the minimum job requirements of such job opportunities are met.
5. The Office of Human Resources is authorized to contact the relevant governmental entities, share the details of existing job opportunities and participate in any relevant local or regional event (i.e. job fairs) that facilitate recruiting qualified Emirati candidates for any existing or future planned job openings.
6. The Office of Human Resources is authorized to recommend and select to hire Emirati candidates provided the minimum requirements of the job role are met.
7. The Office of Human Resources is required to prepare and submit a semi-annual Emiratization progress report to higher management. The submission deadlines of such reports are before the end of October and April of every academic year.

A. UAE National Services

Male UAE Nationals with both UAE passport and UAE family book are obligated to enrol themselves for UAE national services. Employees called to serve will be absent from the workplace and may be out of the workplace at any given time carrying out national service. Ajman University will follow the applicable laws set by the government regarding the UAE National Services such as payment of salaries, allowances, bonuses, pensions and other rights and privileges to the employees according to all applicable policies and regulations.

B. General Pension and Social Security Authority (GPSSA)

Ajman University is mandated to apply the pension and retirement benefits for the UAE nationals in accordance with the provisions of federal law no. 7 of the year 1999 on pension and social security, and its amendments.

Compensation and Benefits Structure

Emirati employees should follow the same compensation and benefits structure applied for all employees at AU, excluding the annual air tickets allowance. However, AU offers additional benefits exclusively apply to all Emirati employees to attract and retain them. This includes the following:

1. The basic salary of Emirati employees equals 100% of the gross monthly salary.
2. AU contributes 12.5% of the monthly total pensionable salary of Emirati employees to the UAE General Pension and Social Security Authority as contributions to end of service and pension scheme.

3. The maternity leave of female Emirati employees is extended up to (60) sixty calendar days fully paid.
4. The Emirati employees shall receive an additional annual social allowance, payable on a monthly basis, that aims at compensating Emirati employees for air ticket allowances (which is only applicable to expat employees) and facilitates adjusting the payment scheme to attract qualified Emirati employees, as per employment contract.

Management/Leadership Development Program

The Office of Human Resources should plan and implement a management/leadership development program for potential Emirati talents; enabling them to improve their leadership skills and maintaining high professional and qualified Emirati employees who are capable of handling management /leadership positions at AU.

Transferring UAE Nationals

Ajman University may transfer employees within the University at its sole discretion.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New Policy- This policy is established to set general guidelines of attracting, recruiting, developing and retaining qualified Emirati talent as per applicable rules and regulations stipulated by the laws of the UAE.	Office of Human Resources

Employee Joining Formalities Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Introduction

Ajman University complies with the UAE's regulations and laws regarding employees joining formalities and maintains the necessary employees' data and information. This policy aims to explain the different processes that should be followed in managing the employee joining procedures and provide the Office of Human Resources with the required procedures to facilitate the new employees' joining formalities and maintenance of HR data.

Applicability

These formalities apply to all new employees. They do not apply to the three types of faculty members defined at the beginning of this policy.

Objectives

- To clearly define and outline the employee joining procedures.
- To be in adherence with all rules and regulations stipulated by the laws of the UAE related to employees' joining the University.

General Responsibilities

- a. The Office of Human Resources oversees the employee joining formalities and ensures that the process is completed.
- b. The Office of Human Resources is responsible for confirming that all the employees' related data and information on the HR related systems are kept up to date.
- c. The Office of Human Resources is in charge of enrolling new employees on the approved compensation and benefits structure based on the employees' rank or grade, unless otherwise decided by Ajman University.
- d. The Office of Human Resources is responsible for enrolling new employees on the monthly payroll and notifying the Office of Finance to settle any difference in salary or benefits.
- e. It is the responsibility of the Office of Finance to pay salaries, benefits and other allowances as of the commencement date and according to notification from Office of Human Resources.

Procedures

- a. The Office of Human Resources shall prepare the candidate's personal file, which includes the offer letter/ employment contract, letter of acceptance and AU approval.
- b. The Office of Human Resources shall review the employee's personal file and finalize the employment details.
- c. The Office of Human Resources shall create the employee's code in the HR related systems and assign the grade or rank, shift-code, salary level and other requisite details into the HR system on the commencement date and after submitting all the employees' documents and details.
- d. The Office of Human Resources shall notify the Office of Community Engagement about the new employee's arrival dates to finalize the arrival's logistics.
- e. In the event that the new employee needs an advance payment, the Office of Human Resources shall request the advance payment as per Employee Loan Policy, to be ready on the commencement date.
- f. The Office of Human Resources shall share the endorsement form, passport copy, visa page, and a personal photo of the new employee with the health insurance provider to added along with eligible dependents to the health insurance policy.
- g. The Office of Human Resources shall facilitate new employees' orientation program by providing all the necessary details and documents, as required.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New Policy- This policy is established to outline employee joining procedures and adhere to applicable rules and regulations stipulated by the laws of the UAE.	Office of Human Resources

Employee Confirmation Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The objective of a probation period is to assess the staff member's performance and determine their ability to carry out the role responsibilities assigned to them and their compatibility with the AU. At the same time, it is the new joiners' opportunity to assess their compatibility with the AU.

A. The purpose of this policy is:

- To establish systematic processes and procedures to evaluate the staff members during the probationary period and ensure their ability to handle their job duties.
- To provide the Office of Human Resources with the required policies and procedures to perform the employee confirmation related tasks.
- To explain the cycle of employee confirmation processes.
- To provide simple, flexible and scalable platform for the Office of Human Resources to conduct employee confirmations in a timely and efficient manner.
- To provide clear guidelines on the terms and conditions of employees' confirmation based on transparent evaluation during the probation period.

- B. This policy was developed based on the following principles:
- Employee Orientation:** During the probation period, new hires will be provided with guidelines and information to help them transitioning into their position and understanding new role's responsibilities.
 - Employee Assessment:** An opportunity to assess the staff member's skills, competencies and capabilities in performing the duties of the assigned role.
 - Processes and Systems:** An open environment in which the processes and systems may be formally improved under the guidance of the change management mechanism.
 - Employee Continuous Improvement:** During the probation period, line managers shall identify the staff members' skills and competencies shortcomings that need improvement and accordingly train and develop to enhance productivity.

Scope

This policy applies to all full-time staff members under a probation period. This does not apply to the three types of faculty members defined at the beginning of this policy.

Policy Statement

This policy sets guidelines for newly hired staff members who are placed on probation for a reasonable period of time based on their job responsibilities. The length of this period is determined by the signed employment contract between the new hires and AU, nature of the job and the amount of time required to assess the staff member's eligibility for continued employment.

Employee Confirmation Procedures

A. General Provisions

- The employee probation period shall be up to six months from the commencement date. The two Parties can amend that period to make it shorter when deemed necessary.
- The purpose of the probationary period is to give the University the opportunity to evaluate the performance of the staff member on probation before confirming the appointment.
- During the probation period, the staff member is entitled to instructions, guidance, coaching and mentoring, training, or counseling to enable him/her to perform at the required level.
- Employee confirmation is only considered upon receipt of the completed employee confirmation assessment from the line manager. The Office of Human Resources shall remind line managers to submit the required documents on a timely manner. Failure to receive or provide such reminders does not excuse the timely submission of the completed assessment within the stipulated deadlines.
- The Office of Human Resources shall prepare a confirmation letter to the staff member after completing the full cycle of the probation evaluation. The letter to be approved as per authority matrix.

B. Staff Confirmation Procedures

- Upon the commencement date of a new staff member, the line manager shall set probation objectives and competencies and discuss them and agree with the new staff member.
- The Office of Human Resources shall send the employee probation assessment form to the line manager of the staff member and follow up on form completion prior to the end of the probation period.

3. The line manager shall ensure that the staff member completes the self-assessment section within five (5) working days, if applicable.
4. The line manager shall complete the evaluation section after receiving the completed form from the staff member.
5. Within ten (10) working days after sharing the form with the involved stakeholders, the Office of Human Resources shall collect the completed forms, review and validate the recommendation of the line manager as per the below:
 - a. Agree with the evaluator's recommendations on the confirmation.
 - b. Disagree with the recommendations and discuss the reasons before returning the confirmation form to the evaluator for reconsideration.
6. If the decision is to confirm the employment, the Office of Human Resources shall take all necessary steps to confirm the employment through a formal notification to the staff member after obtaining the necessary approvals from the Chief Operating Officer and the Office of Human Resources.
7. In case of probation extension, the Office of Human Resources shall update staff member's records and formally inform all the stakeholders including the line manager and staff member of this decision.
8. If the decision is to terminate the services of the staff member, a termination notice shall be sent to the staff member after obtaining approval of the Chief Operating Officer, then initiating the exit procedures.

C. Employee Confirmation Responsibilities:

1. Line Managers:

Line managers should manage the performance evaluation processes of their staff members who are under probation on an ongoing basis; to ensure that weaknesses are identified and the necessary corrective actions are taken. They should also:

- a. Set probation objectives and competencies and discuss them with staff member
- b. Advise staff members under probation about any areas of development required in order to meet the performance standards.
- c. Conduct staff members' confirmation evaluation.
- d. Ensure that the evaluation processes are transparent and fair.
- e. Respond to any complaints or disagreements that may arise out of the evaluation process.
- f. Maintain the confidentiality of the performance evaluation outcomes.
- g. State confirmation recommendation; whether to confirm the employment, extend the probation period or terminate the services of the staff member, on the employee confirmation form.

2. Office of Human Resources:

- a. Maintain a proper and timely employee confirmation process.
- b. Maintain updated records along with all supporting documents.
- c. Initiate the employee confirmation process for each staff member and provide sufficient timeframe to conduct a fair and transparent employee confirmation evaluation.
- d. Ensure that all relevant documents are complete and maintained in the staff members' personal files.
- e. In case of pending documents, the concerned staff member must submit the documents within one week of the date of the request.

- f. Inform all relevant stakeholders if the staff member was unable to submit such documents within the specified timeframe.
 - g. Once the formal approval for confirmation, probation extension, or termination has been obtained, the Office of Human Resources shall formally inform the staff member.
 - h. Make suggestions for process improvements in the employee confirmation processes.
 - i. Provide line managers and staff members with professional advice, expertise, and guidance on employee confirmation processes and procedures.
 - j. Provide periodic status reports to the Chief Operating Officer on employee confirmation processes.
3. **Staff members under probation shall:**
- a. Take all reasonable actions to ensure that the performance objectives of the probationary period are met, and whenever difficulties are encountered, to seek early guidance and support from line manager about any aspect of the role, performance objectives, or expectations that are unclear.
 - b. Submit the employee confirmation forms duly filled with the self-assessment and employee comments sections in time, if applicable.
 - c. Prepare for and participate constructively in confirmation review meetings, if applicable.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New Policy - This policy is established to set guidelines for newly hired staff members and process for probation management.	Office of Human Resources

Staff Professional Development Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

Faculty Member: A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

Adjunct Faculty Member: A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

Visiting Faculty Member (Visitor): A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

Staff Member: An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

Part-time Staff Member: An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The purpose of this policy is:

- To provide the University with tools and methodologies to develop the talents.
- To provide the Office of Human Resources with the required policies, procedures, guidance, and templates to conduct training activities seamlessly with a strategic direction.

Scope

This policy applies to all staff members.

Policy Statement

The Office of Human Resources contributes significantly towards achieving the objectives of the University related to continuing improvement and professional development of the employees' skills, competencies, talents and potentials.

Professional Development Principles

This policy was developed based on the following:

- Strategic Alignment:** The training and professional development activities are conducted with a clear comprehension of the strategic requirements and directions of the University.

2. **Career Growth:** Staff members are given the opportunity to improve and enhance their skills and competencies.
3. **Simplicity:** A user-friendly interface and system that are simple to understand, implement and utilize.
4. **Continuous Improvement:** Maintain an open environment in which the processes and systems can be improved under the guidance of the management.

Objectives

1. To define the training and professional development processes and their sub- methodologies.
2. To provide the Office of Human Resources with a clear, dynamic, and scalable structure for conducting trainings and professional development courses with efficiency and in a timely manner.
3. A strong retention strategy is applied to develop the capabilities of the top talents at the University.

Training Categories

1. Orientation training for new staff members after commencement date.
2. Planned or scheduled trainings that are conducted as per the published annual training calendar.
3. Ad Hoc trainings to meet the training and professional development needs of some individuals, offices, and colleges.

Training and Professional Development Types

1. Classroom trainings.
2. E-Learning sessions.
3. Mentoring or coaching sessions.
4. On-the-Job orientations, shadowing or trainings.
5. Job rotation
6. Self-learning.
7. Workshops or conferences.
8. Professional Certifications

Trainings Modes

1. The Office of Human Resources shall use the services of internal and external trainers and training vendors as appropriate based on the following factors:
 - a. Subject matter of the training course.
 - b. Availability of internal subject matter experts.
 - c. Cost feasibility to engage external trainers and training vendors.
2. The Office of Human Resources shall ensure that the cost for engaging an external training vendor is approved.

Trainings Approval

The following points shall be considered when evaluating the training and professional development needs and approving related requests:

1. Staff members' need for trainings in line with the University's mission, objectives and set performance goals.
2. Training cost feasibility, including travel cost (if applicable).
3. Amount of time needed for staff members to be away from work.
4. Position and qualifications of staff members in relation to the defined prerequisites or the considered level of training.
5. Other similar training courses previously attended by the staff member.
6. Expected learning outcomes and its impact on staff members individual performance, office/college performance and AU overall strategic objectives.
7. Staff members must sign a consent form for their training requests that exceed certain monetary value in order to approve attendance.

Technical Training and Professional Development Consent Process

A. Introduction:

The technical training consent is an essential part of the University's training and professional development process. It aims to simplify the process for obtaining technical certificates or training courses for staff members' professional development. It is an official document that ensures a trainee understands the procedures and expenses associated with his/her professional development. The purpose of the consent form is to:

- a. Ensure return on Investment on training invested by AU
- b. Retention of staff member
- c. Staff Member Awareness of conditional resignation since anticipated training and development costs paid by the University to be refunded.

B. Guiding Principles:

In line with the University's objectives of bridging the gap between staff members competencies' level and required level to achieve desirable deliverables and enhancing the skills of its staff members in all fields, eligible staff members may be nominated to attend or participate in any course or training session, be it theoretical or practical, within the UAE or abroad, for which AU bears all the training program related costs, provided that the staff member abides by the University's policies in committing for a duration not less than the duration specified in this policy.

General Conditions

1. The following conditions are developed to inform the trainee about the different types of trainings and professional development and associated regulations:
 - A. Regular training programs: the trainee commits to continue his/her work tenure for the University for:
 - a. One year, if the training cost is between AED 10,000 – AED 20,000.
 - b. Two years, if the training cost is more than AED 20,000.
 - B. Professional certificates or diplomas: the trainee commits to continue his/her work tenure for the University for:
 - a. One year, if the training cost is less than AED 10,000.
 - b. Two years, if the training cost is between AED 10,000 – AED 20,000.

- c. Three years, if the training cost is more than AED 20,000.
2. These conditions shall apply after the end of the training program and when the trainee passes the professional certificate or diploma examination at first attempt.
3. Passing the examination of professional certificates or diploma is mandatory otherwise the trainee bears the total cost of the program.
4. In the event of a staff member's resignation before completing the service period (as explained in section above), the University is responsible for reclaiming the training costs incurred as explained in the table below:

Training Type	Commitment Period	During First 12 Months	From 12 to 18 Months	From 18 to 24 Months	During Third Year
Regular Training Program	One Year (AED 10,000 – AED 20,000)	Recovery of 100% of training cost	Not applicable	Not applicable	Not applicable
	Two Years (> AED 20,000)		Recovery of 50% of training cost	Recovery of 25% of training cost	Not applicable
Professional Certificate or Diploma	One Year (< AED 10,000)		Not applicable	Not applicable	Not applicable
	Two Years (AED 10,000 – AED 20,000)		Recovery of 50% of training cost	Recovery of 25% of training cost	Not applicable
	Three Years (> AED 20,000)		Recovery of 50% of training cost	Recovery of 50% of training cost	Recovery of 25% of training cost

Training and Professional Development Procedures

A. Training Requests:

1. Line managers (training requester) shall submit the training needs for their staff members to the Office of Human Resources by end of March every year for the next academic year's training requirements. These training needs shall be stated in the Training Needs Analysis (TNA) Form.
2. The training requests and details may be based on the outcome of the college/office objectives, customer/client requirements, staff member's professional development initiatives by the Office of Human Resources, individual's request for training and professional development, leadership development initiatives, mitigating under performance, achieving organizational training objectives, alleviating performance gaps, or initiatives for succession planning.
3. The training requester shall indicate the preferred training type (like classroom sessions, on-the-job orientations, etc.)
4. The Office of Human Resources shall review, discuss, and agree with the training requester on the best training methodology, training mode and training type.
5. The Office of Human Resources shall accumulate the training request details into the Strategic Training Plan (which are subject to change based on the outcome of the Training Need Analysis).

6. Ad-hoc training requests are not be routed through the strategic training plan, but will be subject to approval process.

B. Training Need Analysis (TNA):

1. The Office of Human Resources will conduct the training need analysis, if there is a persuasive need to ascertain the necessity of a training request.
2. The training needs analysis can be done for an individual or for a group of individuals such as a team or department.
3. The training needs analysis typically involves a thorough assessment:
 - a. To determine whether a training course would help in improving the skills and competencies of a staff member.
 - b. To determine the true training needs in opposition to performance issues.
 - c. To identify what knowledge and skills need training. This is often based on a problem or an issue that is determined by one of the sources mentioned above in the training requests section.
 - d. To understand the obstacles that might prevent implementing the trainings successfully at this stage.
4. The Office of Human Resources shall discuss with the training requester the role expectations and performance gaps which initiated the training request.
5. The training requester shall agree on the training needs analysis findings and sign the TNA form.
6. The Office of Human Resources reviews the training mode and training type as required and based on the discussions with the training requester.
7. The findings of the training needs analysis will be included in the Strategic Training Plan.

C. Training Approval:

1. The Office of Human Resources shall identify the cost of the training course during the training needs analysis phase.
2. After the training needs analysis phase is completed, the Office of Human Resources shall complete the strategic training plan and present the same for approval to the Chief Operating Officer.
3. The Chief Operating Officer shall approve or return the strategic training plan for further review and corrections to the Office of Human Resources.
4. The Office of Human Resources uses the plan to develop the Training Calendar and distribute it to the appropriate stakeholders.
5. The Office of Human Resources completes the training modes, types and costs fields related to ad hoc training requests after completing the process of collecting the training requests, then present it to the Chief Operating Officer for approval.

D. Training Course Design:

1. The Office of Human Resources shall verify if a new training course is required, or if the existing courses would meet the requirements of the current training request.
2. If a new training course is needed, the actions below take place:
 - a. Determine the most appropriate training method.
 - b. Determine the best suitable training types.
 - c. Develop the course material or update the existing training in cooperation with the Subject Matter Expert and the training instructor to suit the training needs.

3. The Office of Human Resources shall review and approve the course design and the training material.
4. The Office of Human Resources shall update the training course material master with the relevant details.

E. Training Delivery:

The steps to start and complete the training are as follows:

1. Coordinating the upcoming training session with trainers, trainees, and line managers.
2. Coordinating with the Office of University Facilities and Services to book the training venue.
3. Requesting specific needs and arrangements such as stationary needed for conducting the training.
4. After the training session, collecting feedback on the training session using the training feedback forms.

F. Training Effectiveness Measurement:

Training effectiveness is measured through collecting the feedback from the trainer's evaluation of trainees, trainees' evaluation of the training delivered and trainer, and on the job skill assessments of trainees by the line manager after a minimum of one to three months.

1. The Office of Human Resources will conduct a systematic analysis of the feedback and ratings to arrive at a training effectiveness and return on investment (ROI) of the conducted training index based on the below ratio:
 - a. 25% based on the trainee's feedback on the training program and trainer.
 - b. 25% based on the trainer's feedback on the trainees.
 - c. 25% based on the line manager's assessment of the trainees.
 - d. 25% based on performance appraisal of the trainees on the year training takes place

The Office of Human Resources will also capture the feedback on the improvements and lessons learnt in the monthly training tracker, which can be included in the following training courses; this in return will help towards continuously improving the training effectiveness benchmark.

G. Update AU Employee Skill Database:

The Office of Human Resources will ensure that staff members' skills are updated immediately after successfully completing the training course or certification.

Training and Professional Development Responsibilities

The training and professional development responsibilities for each role are detailed in the below categories:

A. Line Manager (Training Requester):

1. Identifies suitable training objectives for the college/ office and for specific individuals within the college/ office.
2. Identifies specific training and professional development requirements for their team members.
3. Provides direction and learning opportunities to ensure staff members achieve their objectives and potentials.

4. Coaching, mentoring, and supporting staff members in their learning and professional development activities.
5. Facilitates the preparation of an individual learning plan for each team member in line with their performance and potentials.
6. Ensures all the policies and procedures for conducting the training and professional development are followed.
7. Clearly indicates the reason for excusing a trainee from taking a training course and/or professional development opportunities using the training waiver form.
8. Provides honest feedback about the trainees (as applicable).
9. Follows up with the team members and the Office of Human Resources on evaluating the effectiveness of all training and professional development activities.

B. Staff members:

1. Actively participates in the training identification process.
2. Identifies and communicating their training and professional development needs.
3. Participates in the planned training and professional development activities.
4. For certain pre-determined training programs, staff members are expected to share and transfer knowledge with other staff members as agreed with line manager.
5. Provides feedback to their line managers on the outcomes of the training and professional development courses that they have completed.
6. Updates the skill/competency section of the HR System after successfully completing the trainings/certifications.

C. Office of Human Resources:

1. Initiates and follows up on the training request forms.
2. Conducts training need analysis.
3. Participates in the training design phase when required.
4. Coordinates with the SME's and training instructors on the development of the training course material (as applicable).
5. Coordinates the upcoming training course with the trainees, trainers, line managers and other staff members (as required).
6. Collects, manages, and follows up on the training assessments and feedback forms received from all the stakeholders i.e. trainer, trainees, and line managers (as applicable).
7. Prepares the training reports and maintains the training records in the:
 - a. Strategic training plan template.
 - b. Training calendar template.
 - c. Training need analysis forms.
 - d. Monthly training tracker.
 - e. AU employee skill database.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.

2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2014	Initial Policy – Defines and outlines rules and procedures for Human Resources Manager all University staff members	
V 2.0	01/01/2018	Minor changes in assigned roles and responsibilities, in addition to the process flow.	Chief Operating Officer
V2.1	29/06/2022	The policy has been reviewed and there are no changes required.	Human Resources Manager
V2.2	21/06/2023	This policy has been updated to reflect modified training cost ranges with reasonable training cost ranges, and incorporate four levels of ROI.	Human Resources Director

Online Training Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Policy Statement

Promoting cutting-edge and innovative support services is one of the main strategic goals of Ajman University (AU). To achieve this goal, AU is committed to recruiting, retaining and developing highly qualified staff members, as well as promoting the use of online services by all stakeholders. AU is keen to build on deeply rooted knowledge in training techniques. The University is committed to providing continuous professional development through modern, flexible and sustainable training and professional development tools.

Web-based training, heretofore known as online training, provides AU employees with an effective and efficient opportunity for professional development that is more convenient in terms of time, location, availability, and accessibility. Online training is generally self-paced and customizable to suit individual learning needs. In addition, online training involves a variety of graphics, audio, video, and web-links – all of which can be accessed through an internet browser. These elements are used in lieu of traditional classroom components.

The responsibility for participating in training and professional development programs is shared between the employees, line managers, and the Office of Human Resources.

Scope

This policy applies to all faculty and full-time staff members from grade (5) and above.

Objectives

- a. To clearly define and outline online training processes and sub-methodologies.
- b. To make learning and professional development easier and reachable for a wider group of employees.
- c. To provide AU with a framework, tools and methodologies to help develop and optimize the talents of the University through web-based training platforms.
- d. To provide the Office of Human Resources with the required guidance to conduct online training activities, both seamlessly and strategically.
- e. To provide the Office of Human Resources with a transparent, dynamic and scalable framework that fosters an efficient and effective culture of online training and professional development sessions.

General Guidelines

- a. Online training access and awareness sessions will be provided to new employees on their joining date.
- b. Certificates will be awarded upon completion.
- c. The Office of Human Resources shall renew the Annual Online Agreement on or before due date and as per the Chief Operating Officer's approval.
- d. The Office of Human Resources shall prepare and submit monthly progress reports from the online training vendor to help track the effectiveness of online training.
- e. The Office of Human Resources shall cancel any accounts that are inactive for up to six months and also notify the appropriate line manager.
- f. Provide feedback for course content/curriculum improvement.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	18/08/2023	Initial Policy – This policy is established to provide a framework, tools and methodologies to develop and optimize the talents through web-based training platforms.	Vice President

Staff Performance Appraisal Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

Faculty Member: A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

Adjunct Faculty Member: A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

Visiting Faculty Member (Visitor): A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

Staff Member: An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

Part-time Staff Member: An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Scope

This policy applies to all staff members across all grades, colleges and offices. It recognizes the mutual obligation of management and staff members to be responsible for performance management.

Objectives

1. Align AU strategic goals with performance contracts of offices and team members.
2. Share performance expectations with all staff members.
3. Identify and recognize high performers and potentials in the University.
4. Identify staff members who do not meet the minimum performance standards.
5. Identify performance gaps and determine performance improvement strategies.
6. Link staff members' performance with rewards system.

Performance Appraisal Templates (Embedded in HR System)

1. The performance of staff members at all levels is assessed using a Performance Appraisal template.
2. The template consists of three main sections: Section A – Performance Objectives, Section B – Behavioral Competencies and Section C – Development Objectives.

3. A total weight of 100% is distributed among performance objectives and competencies sections, whereas development objectives have no weight. These sections are embedded in the performance forms, as elaborated in the table below.

Job Grade	Career Band	Section A: Performance Objectives %	Section B: Behavioural Competencies %
AD-12 to AD-15	Executive Management/ Management	80%	20%
AD-10 to AD-11	Heads/Professional Staff	70%	30%
ACS-2 & ACS-3			
AD-6 to AD-9	Administrative/ Technical Support	60%	40%
ACS-1			
AD-1 to AD-5	Business Support	50%	50%

Section A: Performance Objectives:

1. Across all grades, the minimum number of objectives is three (3), and the maximum is Eight (8)
2. Objectives should be directly linked to the functional unit's main objectives and KPI or derived from them. They could involve special assignments or projects as well.
3. Objectives should be SMART; Specific, Measurable, Achievable, Relevant and within Time-Bound.
4. The overall objectives weight is distributed among the number of performance objectives entered by the staff member, where each objective can have a different weight.
5. Minimum weight of each objective can be entered as 5% and maximum weight can be entered up to 40%, depending on the significance of each objective.
6. Set and agreed objectives can be amended once a year due to justifiable changes arising during a given year. Line manager shall communicate the change with the staff member and officially inform the Office of Human Resources in order to reflect such changes.
7. The Office of Human Resources shall send the performance form back to the line manager to reflect the necessary changes in the performance objectives. These modifications can only be accepted if the line manager has enough time during the performance year to evaluate the modified objective.

Section B: Behavioral Competencies:

Behavioral Competencies consist of Core and Leadership competencies.

1. The Office of Human Resources assigns five (5) behavioral competencies for each staff member at the time of joining, being the most relevant to the staff member's job description and work nature.
2. At the time of the performance form approval, the line manager can add, remove or amend any competencies based on the current job duties and needs.
3. The overall competencies weight is distributed among the number of behavioral competencies in different weights, and the line manager has access to modify the weights.
4. The staff member shall be evaluated against each behavioral competency by their line manager at the end of the performance appraisal cycle.
5. Once behavioral competencies are approved by the line manager through the staff member's performance form, they may not be changed during any given academic year. However, behavioral competencies can be revised/ changed from one year to another.

Section C: Development Objectives:

1. The purpose of development objectives is to develop professional skills aligned with the staff member's career path which helps the staff member achieve career progression, as well as achieve greater efficiency in performing current duties.

2. These objectives can support the staff member in the current job role as well as future job roles.
3. Development objectives are not part of the weight criteria, but can be taken into consideration by the line manager to perform the overall assessment.

Procedures

A. Planning Phase:

1. The Office of Human Resources shall officially announce to all line managers and staff members the Performance Appraisal commencement including a particular guide to perform the needed steps. Line managers shall run orientation sessions with all related staff members in their colleges/ offices to provide general guidance on the evaluation process, determine areas of importance, prioritize objectives, and suggest the behavioral competency expectations.
2. The Performance Appraisal Form consists of the following components:
 - a. Goal Setting: where staff members are required to initially set objectives aligned with office/ college Performance Contracts and KPI's, and in coordination with their line manager.
 - b. Goal Approval: where the line managers shall approve subordinates' objectives, after discussing with them. Line managers may add, delete or modify any objective or competency for their subordinates, and may modify the percentage distribution. The line manager also approves the "Target" against each objective of their subordinate to set the evaluation criteria.

B. Evaluation Phase:

1. The Office of Human Resources shall officially announce to all line managers the beginning of Mid-Year Review phase.
2. During this phase, line managers are required to provide feedback to their subordinates on the progress of their objectives and competencies.
3. After discussing the feedback, the staff members shall acknowledge the mid-year results by completing the sign-off step.
4. The Office of Human Resources shall announce to all line managers and staff members the beginning of the End of Year Evaluation phase.
5. In the 'Self-Assessment' step at the end of the performance cycle, all staff members are required to assess their performance objectives, competencies and provide development objectives.
6. In the 'Manager Assessment' step, line managers, in the 1-on-1 discussion with the staff member, shall give their final feedback and ratings for their subordinates' objectives and competencies and provide final feedback on the development objectives.
7. In the 1-on-1 meeting stage, the line manager shall meet his subordinate(s) to discuss the Performance Appraisal results. In case of disagreement on the rating, the line manager's rating to be considered and filled in the rating column.
8. In the 'Employee Sign off', staff members shall acknowledge the final PA results. In case the staff member doesn't agree on the rating; she/he can select the option of "Disagree" to the rating or "Grievance" and then sign the form.
9. The Office of Human Resources shall obtain and review all the submitted forms and further generate a summary report to analyze the normal distribution and bell-curve of each college/ office and of each Cabinet area, and communicate with the concerned line managers in case any changes/ modifications are needed.
10. The line manager shall have 1-on-1 meeting with the staff members whose evaluation is impacted.

11. Upon the completion of all performance forms, the summarized report with bell- curved analysis is forwarded to the area Cabinet member for their review and approval. Once approved, all forms are digitally stored in the staff member's file.

Confidentiality of PA Results

The individual performance rating is confidential and represents part of personal information. Staff members must not share their or other staff members' performance appraisal results, unless being discussed for the purposes of grievance or re-evaluation by an official representative or committee as assigned by the top management.

Changes of Employment Conditions

In case the staff member is being promoted or transferred to another role during the performance appraisal cycle, the following measures apply:

1. If the period spent in the new position is less than 3 months at the time of PA, the previous line manager is responsible for the staff member's performance evaluation.
2. If the period spent in the new position is from 3 to 6 months at the time of PA, there should be a combined evaluation from both supervisors – previous and the new one. The final evaluation shall be jointly agreed on by both supervisors.
3. If the period spent in the new position is more than 6 months at the time of PA, then the new supervisor is completely responsible for evaluating the staff member.

Performance Ratings

The performance ratings are divided into five (5) categories:

1. **Substantially Exceeds Expectations (SEE)**: Staff members are excelling in their role, consistently exceeding all their objectives and competency expectations, and having an overall significant impact. Star Performers are contributing to organizational performance.
2. **Exceeds Expectations (EE)**: Staff members are delivering excellent performance and consistently exceeding most of their objectives and competency expectations.
3. **Meets Expectations (M)**: Staff members are delivering strong performance and meeting most of their objectives and competency expectations.
4. **Needs Improvement (NI)**: Performance did not consistently meet all set standards and expectations, or there was a need for marginal improvement in one or more of the most critical objectives, skills and competencies.
5. **Unsatisfactory (U)**: Consistently below average performance where standards were not met in most essential areas of responsibility.

Performance Rating Validation

1. A rating of "Meets Expectations " (M) is the expected rating for the majority of staff members. A normal distribution test is conducted by the Office of Human Resources for each college and office to ensure the compliance of results to the normal distribution.
2. For any staff member receiving an overall rating of (SEE) or (NI) and (U), the line manager should clearly justify the ratings by submitting additional relevant details; supporting documents, description of extraordinary achievements or failure situations of the job requirements, specific incidents of good or bad behavior, problematic areas, etc.

3. A specialized PA Committee shall be formed by the top management to conduct a comprehensive review of the overall PA results to ensure clarity, transparency, and reasonable distribution of the results. The Committee may call for meetings with any of the line managers or staff members to review and validate any PA results.

Performance Rating Scale

Unsatisfactory	0 to 1.99
Needs Development	2.0 to 2.99
Meets Expectation	3.0 to 3.99
Exceeds Expectations	4.0 to 4.49
Substantially Exceeds Expectation	4.5 to 5

Resolving Appraisals Conflicts

1. If any staff member is not satisfied with his/her performance appraisal's final rating, he/she may request an appointment with their line manager to discuss this matter.
2. If no compromise is reached, and the staff member still believes that he/she had been subjected to any type of discrimination, personal judgement, biased rating, harassment or unfair treatment during the performance appraisal process, the staff member may select disagree or grievance option which is to be reviewed by the Office of Human Resources.
3. Accordingly, the Office of Human Resources shall review the matter and set a meeting with both parties to resolve and then finalize the issue.
4. If the dispute persists, the Office of Human Resources shall escalate these cases to the PA Committee for discussion and recommendation to the Chief Operating Officer for a final decision.

Performance Appraisal Consequences

1. The Annual Performance Appraisal rating might be used to determine any performance incentive program, such as merit increases or performance bonus.
2. The top management shall decide and announce this incentive scheme upon the completion of the PA process, along with the eligibility criteria to such incentives based on the performance ratings. However, the decision of whether to announce such an incentive scheme or not is completely discretionary as it relates to financial performance and budget availability.
3. As for those who are rated "Unsatisfactory" (U), the management reserves the right to decide on their continuity at work or any other relevant disciplinary action. Upon the recommendation of the line manager, the staff member rated "Unsatisfactory" may follow a "Performance Improvement Plan" (PIP), giving the staff member another chance of 6 months to improve his/her performance. After 6 months of further evaluation, a decision might be taken on the staff member's continuation or termination.
4. As for those who are rated "Needs Improvement" (NI), the Office of Human Resources shall create a Performance Improvement Plan (PIP), and inform the line manager to add improvement objectives. This form is assessed by the staff member and later by the line manager at the end of 6 months, where the line manager has to recommend on the continuation of the staff member.
5. Exiting staff members due to resignation or termination, before the end of the academic year shall not be entitled to performance incentive programs.

6. Staff members who are eligible to any other type of incentive scheme are not entitled to any performance incentive program/scheme such as bonuses. However, they are still eligible to merit increases, if announced by AU management, and based on the PA ratings.

Eligibility of Participation in the PA Program

1. All full-time contracted staff members who have been employed and have worked for a minimum of (6) six continuous months, and completed their probationary period during the same academic year are entitled to undertake performance appraisal with their line managers.
2. The line manager is expected to define the relevant objectives and verify the behavioral competencies based on the job role, agree with the staff member, and communicate the same with the Office of Human Resources.
3. The following categories are excluded from the PA program:
 - a. Individuals working at AU on consultancy contract basis.
 - b. Part-time staff members.
 - c. Staff members who didn't complete the probationary period.
 - d. Staff members who have been at the University for less than 6 months during the same academic year.
 - e. All staff members whose accumulated leaves during the year (either being annual, sick, or any other type of leaves) exceed a period of 6 months.
 - f. Personnel serving as trainees or on voluntary basis.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	18/08/2013	Initial Policy – outlines necessary guidelines and forms for staff evaluation.	Vice President
V 2.0	10/07/2017	New Policy – Institutional goals orientated, simplified process and procedure.	Chief Operating Officer
V 2.1	21/07/2019	Minor change – evaluation weight criteria change	Chief Operating Officer
V 2.2	29/06/2022	The policy has been reviewed and still undergoing further review by the Office of the COO.	Office of Human Resources
V 2.3	21/06/2023	This policy has been updated to reflect automation of process and set proper weight of objectives for staff at different levels.	Human Resources Director

Staff Promotion Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Purpose

Ajman University (AU) has adopted a promotion policy to foster the advancement of its Staff Members within the University by recognizing Staff Member contribution to the University and providing growth opportunities. The policy also helps to build a healthy talent pipeline of high performing Staff Members and is applicable to all staff members at AU.

Statement

The promotion policy is based on the recognition that in the course of meeting University goals and objectives, the duties and functions of a Staff Member may change in complexity and responsibility. Promotions therefore, are based on status changes that involve increasing responsibility levels. The added benefits of promotion serve as an incentive for better work performance, enhance morale and create a sense of individual achievement and recognition. The guidelines listed in this policy are designed to make the process fair and equitable to all, regardless of rank and category.

Policy and Procedures

Objectives

- Recognizing Staff Members who display strong performance, by providing them with opportunities to grow within AU and subsequently build a high-performance culture that is driven by high performance, merit-oriented and objective;
- Providing equal opportunities to AU Staff Members, utilizing their performance in the best manner, and engaging the Staff Members by establishing concrete criteria for advancement and development;
- Ensuring proper utilization of Staff Member's experience, training, competencies, aptitude and educational qualifications;
- Guarantee that all Staff Members are provided with fair progression opportunities in accordance with the guidelines mentioned in this policy;
- Provide Supervisors/ Reporting Managers clarity on the promotion process and required criteria

Exception

There shall be no exceptions to this policy. All exceptions and deviations (if any) to this policy will require the approval of the C.O.O.

Glossary

Terminology	Description
AU	Ajman University
Promotion	Performance driven movement of Staff Members from their current grade to a higher grade, whether within the same Office/ Department or to another Office/ Department
HR	Office of Human Resources
Line Managers	- Dean shall be considered as the Line Manager in Academics; Director/ Manager shall be considered as Line Manager in Administration;

Key Roles and Responsibilities

Chief Operating Officer (C.O.O):

- C.O.O shall ensure that the 'Promotion Policy' is in conformance to the strategic goals and direction of AU;
- Overseeing adherence to the promotion policy and guidelines;
- Approving the recommendations regarding Staff Member promotions.

Office of Human Resources:

- HR shall own, manage and update (from time-to-time) the 'Promotion Policy';
- Working with Supervisors/ Reporting Managers to identify qualified employees for promotion;
- Seeking all relevant approvals for the promotion;
- Documenting and communicating all changes to staff members' role and entitlements

after promotion.

Supervisors /Reporting Managers:

- Tracking Staff Member performance;
- Identifying and nominating Staff Members for promotion;
- Providing required inputs and documentation to support the promotion nomination.

Personnel Affairs Committee

- Objectively reviewing and agreeing on successful Staff Members for promotions
- Managing and evaluating any deviations/ exceptions from the policy

Promotion Policy Details

Policy Guidelines

- Promotion as per the provisions of this policy is the movement of a Staff Member from his/ her current grade to a higher grade, involving more complex duties and greater responsibilities.
- Promotions might carry higher pay and/ or offering better privileges whether within the same Department/ Office or to another Department/ Office.
- Promotions allow Staff Members to enhance their roles and responsibilities and shall be based on availability of a vacant position, which may occur as a result of the following:
 - The existence of a job vacancy in the higher grade for which the Staff Member is being considered for;
 - A new position is created in AU due to organization restructuring or University expansion;
 - Upgrade of an existing job through job evaluation, which in turn leads to upward movement in grades.

Promotion Eligibility Criteria

- Employees eligible for promotion shall be identified by the Supervisors/ Reporting Managers, based on performance record in the current role, ability to take on additional responsibilities and documented proof of pre-requisite skills and credentials for the new role.
- Any Staff Member nominated for promotion shall meet the following criteria:
 - A Staff Member has consistently good performance evaluations (Meet Expectations) for the past 2 performance cycles and their Manager deems them ready for the next step in their career
 - Minimum level of educational qualifications required for the new role, including the minimum number of relevant experience years;
 - Must have worked at AU for at least 12 months in a given role;
 - Fulfill requirements stated in the job description of the new role;
 - Ensure that a period of twelve months has elapsed since the date of the last promotion.

Exceptions and Exclusions

- A Staff Member who has been subject to a disciplinary action may not be promoted during the validity period of such disciplinary action.
- Length of service is not a qualifying criterion for promotions, and meeting all the above stated criteria is not a guarantee for being promoted.
- When Staff Members have equal past performance track records and experience, the priority shall be given to the one who has a higher educational qualification and/or has additional professional or specialized qualifications related to the job, as the case may be
- In case they are still equal in all the above criteria, the recommendation regarding promotion of the Staff Member shall be submitted to the Personnel Affairs Committee that has the authority to recommend the promotion of the most suitable Staff Member for the job
- Any exceptions will need to be supported with a strong business case indicating the Staff Member's exceptional performance and readiness for promotion, by the Supervisors/ Reporting Managers and/or Manager of Office.
- Such requests shall be reviewed jointly by the Personnel Affairs Committee. Some examples of exceptions include:
 - Mid-year promotion;
 - Promotions due to unplanned critical skill vacancies during the year;
 - A Staff Member acquires a credential (Degree, License, etc.) which allows him/her to take on more responsibilities;
 - Creation of unplanned critical new position in AU, which requires to be filled on an urgent basis.
- In all such exceptional cases, the Personnel Affairs Committee will evaluate to see if the business, organizational, fiscal and legal implications of the exception are fully explained and justified, before taking any decisions.

Promotion Increments

- Promotion shall take effect from the issuance date of promotion decision and may not be implemented retrospectively.
- The promoted Staff Member shall receive applicable compensation and benefits to the new position grade which shall be in accordance to the business norms for the year.

- The new salary including the proposed increase shall not exceed the maximum limit of the grade promoted to. If it becomes clear that the salary of the promoted Staff Member shall exceed this maximum limit, his/her salary shall be capped at that limit.
- The promoted Staff Member shall be entitled to benefits of the grade he/ she occupies as of the date of promotion.

General Procedures

- The promotion window shall start at the end of the performance management cycle at AU, once all Staff Member performance ratings have been finalized by the respective Supervisors/ Reporting Managers and Deans.
- In the case of large functions, all recommendations regarding promotions shall be submitted by the Supervisors/ Reporting Managers to the concerned Manager of the Office, while keeping in mind the promotion eligibility criteria.
- The Office of Human Resources shall review the consolidated nomination lists submitted and shall ensure all promotion candidates meet the eligibility criteria. In case one or more candidates do not meet the eligibility criteria, the Manager of the Office and/or respective Supervisors/ Reporting Managers shall be requested for more information/ justification if they still wish to support the candidate/s for promotion.
- To facilitate the promotion decision, the Office of Human Resources shall prepare a shortlist of all candidates including all relevant information (ratings, skills, available promotion opportunities whenever needed).
- The Personnel Affairs Committee with consultation of the Office of Human Resources shall approve/ reject the promotions put forward.
- The Manager of the Office and/or Supervisors/ Reporting Managers shall be officially notified of all approved and rejected promotions by the Office of Human Resources.
- The Supervisors/ Reporting Managers shall ensure smooth transfer of the successful Staff Member into the new role and shall oversee any required handover of duties.
- An official letter shall be issued to the Staff Member by the Office of Human Resources, informing about the promotion and change in staff member status as well as the effective date of promotion and applicable compensation and benefits adjustments.
- The Office of Human Resources must document any promotion changes in the Staff Member's file.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	18/08/2013	Initial Policy	Vice President
V 2.0	04/02/2018	New Policy guidelines and procedure	Chief Operating Officer
V 2.1	29/06/2022	The policy has been reviewed and there are no changes required.	Office of Human Resources
V 2.2	21/06/2023	This policy has been updated with general improvements and refining of wording and format.	Office of Human Resources

Staff Recognition Program Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. **Faculty Member:** A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.
2. **Adjunct Faculty Member:** A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.
3. **Visiting Faculty Member (Visitor):** A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.
4. **Staff Member:** An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.
5. **Part-time Staff Member:** An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The purpose of this policy is to recognize the extraordinary achievements and positive contributions of eligible full-time staff members at Ajman University.

Scope

This policy applies to all eligible full-time staff members at Ajman University. This does not apply to the three types of faculty members defined at the beginning of this policy.

Policy Statement

In line with its core values and strategic vision, AU endeavours to promote excellence in all areas, and therefore recognizes the extraordinary achievements and positive contributions of its staff members. This program aims to foster staff members' engagement and commitment and encourage them to take pride in their work. It also provides an opportunity to celebrate exceptional staff performance and achievements.

Award Categories

The award consists of two main categories:

A. Staff of the Month:

An award granted on a monthly basis to one staff member with grade level between 1 and 11, for extraordinary achievements and positive contributions. Awardee selection is from September until

May. The staff member selected during September will be awarded by the beginning of October, and so on until May of every academic year. There will be no awards for months of July, August and September.

B. Manager of the Semester:

An award granted to one staff member at the managerial level, between grades 12 and 14, for extraordinary achievements and positive contributions. This award can be held twice a year, in February for achievements during the Fall Semester and beginning of June for achievements during the Spring Semester.

General Eligibility Criteria

The following are the general eligibility criteria for the nomination of any staff member:

- a. Must be a full-time staff member.
- b. Should have spent a minimum of one year of service at Ajman University.
- c. No disciplinary action has been taken against him/her within the previous academic year.
- d. Must have a minimum annual performance rating of "Meets Expectations" in the previous academic year.
- e. The award can be granted only once per person during any academic year.
- f. Solid, clear, and verifiable explanation of extraordinary achievements and positive contributions must be presented.

Procedures

A. Nomination Process

1. The Office of Human Resources will officially request line managers to submit their nominations.
2. The line manager should complete an online nomination form.
3. For the Staff of the Month Award, line managers can nominate any staff member in their own college/office.
4. For the Manager of the Semester Award, each Cabinet member has the right to nominate any manager from any college or office, not necessarily under his/her area.
5. Nominations are accepted from the 10th until the 15th of every month.
6. The Office of Human Resources filters any ineligible nominations (according to the general eligibility criteria) and submits the names of eligible nominated staff members to the Committee by the 20th of every month.

B. Selection Process

1. A Committee of five members is selected by the Chancellor to oversee the selection process of the Staff of the Month.
2. The primary criteria for evaluating the nominated staff members and managers shall be the extraordinary achievements and contributions that exceed the normal job duties and performance expectations as stipulated in the job description and lead to enhancing the quality of work at their colleges/offices during the previous three months.
3. The role of the Committee is to review and evaluate all shortlisted nominations for the Staff of the Month Award, given their achievements and contributions, and recommend the top nominated staff members to the Chancellor before the 25th of every month.

4. The final selection decision shall be taken by the Chancellor.
5. As for the Manager of the Semester award, each Cabinet member is invited to nominate one director/manager from grade 12 to grade 14, twice a year. The Cabinet shall review all nominations given the achievements and contributions, and the Chancellor finally selects the Manager of the Semester.

C. Awards

1. The Staff of the Month and the Manager of the Semester awards are announced to all AU community members.
2. The Staff of the Month and the Manager of the Semester will be recognized and awarded by the Chancellor. They shall receive a bonus amount of 50% of the gross monthly salary, and a certificate of appreciation.
3. The Staff of the Month will be automatically nominated for the best Staff Award in the Annual Honors Assembly. However, nominations of other staff members for the annual award will also be accepted.
4. The Manager of the Semester will be nominated for the Best Manager Award in the Annual Honors Assembly, then the Cabinet members shall select only one of them for the annual award.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New Policy - This program is established to set guidelines to recognize exceptional staff performance and achievements	Human Resources Director

Practice-Track Professorial Ranks Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Preamble

In alignment with Ajman University (AU) vision, mission, and strategic goals, this policy underscores the crucial role of practice-oriented education. The policy introduces the practice-track professorial designations (Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice). This introduction of these academic ranks ensures that students receive progressively advanced professional instruction from faculty with extensive practical experience. Faculty in these ranks demonstrate commitment to impactful activities rooted in AU's research and scholarly pursuits. These contributions span operational startups, securing industry funding, and active involvement in entrepreneurial ventures, engineering projects, design projects, product development, etc. The goal is to enhance student employability, create business opportunities, and elevate AU's global research standing and align higher education with market demands.

Purpose

The purpose of this policy is to establish guidelines for the roles, qualifications, appointment, evaluation and promotion of faculty with academic rankings of Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice at AU. These academic titles are introduced to provide students with progressive professional instruction from faculty with extensive experience in the profession. The establishment of "practice" ranks within the faculty structure is designed to accommodate individuals who bring invaluable and specialized expertise to the academic programs at AU. These practice ranks are strategically positioned to complement the qualifications and contributions of our regular rank faculty. By introducing practice ranks, AU acknowledges and appreciates unique contributions that may not be typically found within the scope of regular rank faculty members. This deliberate inclusion serves to enrich the academic landscape by incorporating diverse perspectives and experiences, enhancing the overall educational environment at AU.

List of Related Policies

Faculty and Professional Staff Role Policy; Employment Policy; Faculty and Professional Staff Employment Legal Issues Policy, Faculty Promotion Policy, Faculty Annual Performance Evaluation Policy.

Roles and Responsibilities of Individuals Appointed to Practice Ranks

1. Delivering high-quality instruction, with increasing expectations for leadership and curriculum development at higher ranks.
2. Actively participating in service activities such as advising, mentoring students, faculty and staff training, funding acquisition, committee service and collaborating with industry partners is a shared responsibility, with increased leadership expectations at higher ranks.
3. Supervising student research and serving as members of graduate and undergraduate research committees.

4. Encouraging interdisciplinary cooperation and innovation to address complex challenges and enhance academic excellence.
5. Continuously engaging in professional development activities to stay current with industry trends, technologies, and providing professional development opportunities for faculty, graduate and undergraduate students within the unit and across the University or discipline
6. Fostering collaboration between academia, community and industry by establishing partnerships, internships, and cooperative educational opportunities and collaborative research and consulting.
7. Contributing to scholarly publications or academic discourse through research, writing, and dissemination of findings to advance knowledge in the field and contribute to academic dialogue and development.

Qualifications of Individuals Appointed to Practice Ranks

Appointment to the position of Assistant Professor of Practice, Associate Professor of Practice, or Professor of Practice is based on the candidate's qualifications, experience, and the needs of the academic unit. Qualifications for individuals appointed to the Assistant, Associate, and Professor ranks under Practice designations are as follows:

Assistant Professor of Practice: Individuals appointed at this rank should possess a doctorate or an equivalent terminal degree in the discipline or a related field. Master's degree holders in some specific disciplines with extensive years of relevant experience may be considered for appointment as Assistant Professor of Practice. Professional certification(s) are encouraged if relevant, along with a substantial professional experience of typically a minimum of 5 years in the field of practice. The professional experience may include demonstrated leadership in the market relevant to the field of the appointment, involvement in guiding or supporting entrepreneurs, and engagement with industry aimed at securing funds for research. The faculty's professional experiences must demonstrate exceptional quality and direct relevance to the specific field in which they are engaged. The appointee should demonstrate a budding record of scholarly contributions, evidenced by publications in recognized peer-reviewed journals and/or reputable conferences, in accordance with AU's classification.

Associate Professor of Practice: Appointees at this rank should hold a doctorate or an equivalent terminal degree in the discipline or a related field, supplemented by relevant professional certification(s). Substantial professional experience of typically a minimum of 8 years in the field of practice is expected. This experience may include demonstrated leadership in the market relevant to the field of the appointment, involvement in guiding or supporting entrepreneurs, and engagement with industry aimed at securing funds for research. The faculty's professional experiences must demonstrate exceptional quality and direct relevance to the specific field in which they are engaged. The appointee should exhibit a substantial record of scholarly contributions, evidenced by publications in recognized peer-reviewed journals and/or reputable conferences, in accordance with AU's classification. Appointment or promotion to this rank necessitates a documented record of significant professional accomplishments, which may encompass evidence of startups in the field, reaching a mature prototype stage, expertise in guiding entrepreneurs in innovation activities, and a proven ability to attract investment or funding, including the potential for patenting innovations.

Professor of Practice: Individuals appointed at the Professor of Practice rank should possess a doctorate or an equivalent terminal degree in the discipline or a related field, with an emphasis on distinguished professional experience spanning a minimum of 12 years. This experience may include demonstrated leadership in the market relevant to the field of the appointment, involvement in guiding or supporting entrepreneurs, and engagement with industry aimed at securing funds for research. The faculty's

professional experiences must demonstrate exceptional quality and direct relevance to the specific field in which they are engaged. The appointee should demonstrate a distinguished record of scholarly contributions, reflected in a robust portfolio of publications in recognized peer-reviewed journals and/or presentations at reputable conferences, in accordance with AU's classification. Appointment or promotion to this rank requires a documented record of significant professional accomplishments, demonstrating international prominence in the field of practice. This may involve leading startups in the field for more than two years towards a mature prototype and expertise in guiding entrepreneurs through innovation activities, including the potential for patenting innovations. This shall also include a track record of successfully attracting investment or funding. The professor may be the recipient of design awards and/or winner of design competitions, as applicable.

Annual Evaluation

Similar to regular AU faculty, annual evaluations will be conducted to assess performance in teaching, research/creative work and service. The evaluation criteria for individuals on the Practice track places significant emphasis on peer recognition as a professional practitioner, with a broad view of scholarly accomplishments. While publication in peer-reviewed journals is a traditional form of scholarship, Assistant Professors, Associate Professors and Professors of Practice-track publications are expected to encompass diverse and practical contributions to the field. This may include the description and evaluation of novel community-based professional practices, research applications, program development, innovation, outcomes of pioneering programs or services, definitive professional practice reviews, case reports, and more.

In addition to traditional scholarly avenues, authorship of extension publications, contributions to local or regional practice publications, writing book chapters, producing videotapes, developing educational materials, and engaging in electronic information delivery media are all considered valuable forms of scholarship within the Practice track.

Furthermore, active involvement in advising government agencies and holding leadership positions in the industry or professional groups are recognized as evidence of scholarship and/or participation in design competitions or design consultancies. This comprehensive perspective acknowledges and values a wide range of scholarly contributions that demonstrate the impactful and practical nature of the faculty member's professional engagement and expertise.

Promotion

Promotion to Associate Professor of Practice and Professor of Practice ranks will be based on sustained excellence in teaching, research/creative work, and service. The faculty promotion policy shall detail the criteria for promotion of practice-track professorial ranks.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/Reviewer</i>
V 1.0	03/04/2024	Initial Policy	Vice-Chancellor for Academic Affairs

Policy for Award of the Title of Distinguished Professor

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	June 2023
		Next Review Date	June 2026

Preamble

Ajman University (AU) recognizes its academic staff who excel in their work to achieve the institutional goals for the advancement of services provided to its students. To support these efforts, AU faculty with academic rank of full professor who confer meritorious service to students and significant contributions to the University will be awarded the title of *Distinguished Professor* with all the rights and privileges established in this policy. A *Distinguished Professor* is an honorary title that is awarded to AU professors to acknowledge them for outstanding accomplishments in teaching and research, and for exceptional contributions to serve the University and community.

List of Related Policies

NA

Purpose

This policy describes the purposes and criteria for the recognition and award the outstanding AU faculty with academic rank of professor for their accomplishments in teaching, research, and services by awarding them the title of *Distinguished Professor*.

Scope

Awarding a *Distinguished Professor* an honorary title is a recognition for AU professors of their distinguished achievements. In order to be awarded as *Distinguished Professor*, the title holder must demonstrate an exceptional professional reputation and appropriate level of achievement in teaching, research, and services.

Motives for Awarding Distinguished Faculty Title

The main principal reasons for awarding a *Distinguished Professor* honorary title are:

1. Academic excellence in the individual's field of endeavor.
2. Appreciation of time, energy, and other resources spent on behalf of AU and for its sake.
3. Excellence in fields other than those which would normally be called academic. (or a combination of the above)

Minimum Eligibility Requirements

A faculty member may apply for the title of *Distinguished Professor* if he/she meets the following criteria:

- 1) Has served AU for at least three years as full-time Professor. However, for applicants with exceptional research performance, this period can be reduced to two years by the VCAA. The period the applicant may have spent as visiting faculty shall be counted if his/her appointment was changed from a visitor status to a resident faculty without any break in service at AU. The period a returning faculty had spent

at AU before leaving the University shall be considered if the duration between his/her leaving the university and re-joining it is less than two years.

- 2) Has held the rank of full professor and has served at his/her current rank for at least five years, in either Ajman University or any other accredited university. However, for applicants with consistent outstanding performance, the VCAA may reduce this period to four years.
- 3) Has outstanding and sustained research/scholarly activities (or design in the case of the college of Architecture, Art, and Design) record that demonstrates international impact and recognition.
- 4) Has not been subjected to any disciplinary penalty during his/her work as a faculty.

Benefits and Privileges of Distinguished Professor Title

The following are the main benefits and privileges that the *Distinguished Professor* will have:

- The *Distinguished Professor* is eligible for a reduced teaching load of up to 3 credit hours per semester.
- Increase the upper limit of internal research grant (IRG) to up to AED 150,000. The IRG application is subjected to the AU selection criteria and procedures.
- Inclusion the title of *Distinguished Professor* in the faculty listing on the AU website.
- Awarding a certificate with name and *Distinguished Professor* title.
- All effects shall be applicable immediately after the application's approval, except for those related to the IRG that shall be applicable as from the beginning of the following academic year.

Terms of Distinguished Professor Title

The college deans recommend to the VCAA the names and credentials of candidates who meet the conditions stipulated in this policy (only one candidate per academic rank per college per year). The VCAA forms an ad hoc committee to evaluate the recommended applications and rank the applicants for distinguished professor title, and forward the list of eligible applicants with his recommendations to the Chancellor for his final decision. If the Chancellor's decision is positive, the VCAA's office prepares and routs the corresponding appointment letter(s) to the candidate and the other concerned AU Colleges/Offices.

The title of *Distinguished Professor* will be bestowed starting from the beginning of the academic year following the award of the title. The title may be withdrawn in the event that it loses any of the conditions under which these titles were granted or if the title holder violates the AU's laws, regulations and instructions in force.

Candidates have to provide the following documents at the time of application:

- A comprehensive memorandum stating the applicant's research, teaching, and service achievements.
- The current curriculum vitae.
- List of publications in Scopus index journals clearly showing publications with AU affiliation.
- List of citations, excluding self and coauthors citations.
- Evidence of credentials including books, patents, journal publications, conference presentations, funded research projects, editorial board membership, letters of invitation for keynote speech, design projects which he/she served as the main designer, international competitions and awards, etc.
- List of senior projects and coop projects supervised, if applicable.
- Evidence of the committee involvement and community services.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	Initial policy	Vice-Chancellor for Academic Affairs

Policy for Award of the Emeritus/Emerita Status

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	June 2023
		Next Review Date	June 2026

Preamble

Ajman University (AU) recognizes the value and importance of honoring its former faculty and administrative staff who made a significant and impactful contribution to the University during their service. To support these efforts, AU awards the status of Emeritus with all the rights and privileges established in this policy to these people. The Emeritus/Emerita is an honorary title that is awarded to former AU faculty with the academic rank of professor and former senior administrative staff to acknowledge them for outstanding accomplishments in their positions and for exceptional contributions to the community.

List of Related Policies

NA

Purpose

This policy describes the purposes, eligibility and criteria for the recognition and award the outstanding former AU professors and senior administrative staff whose services at AU have come to end because of the retirement or resignation due to non-disciplinary reasons for their outstanding accomplishments.

Scope

Awarding an Emeritus honorary title is a recognition for former AU professors and senior administrative staff of their distinguished achievements. In order to be awarded with an Emeritus title for retired academic professors, the title holder must demonstrate an appropriate level of achievement in research, teaching and professional reputation. Senior administrative staff with professorial ranks of professor, associate professor, or assistant professor including chancellor, vice chancellors, assistant vice chancellors, and deans are eligible for the award of Emeritus title.

Motives for Awarding Professor Emeritus Title

The main principal reasons for awarding an Emeritus honorary title are:

- 1) Academic and administrative excellence in the individual's field of endeavor.
- 2) Appreciation of time, energy, and other resources spent on behalf of AU and for its sake.
- 3) Excellence in fields other than those which would normally be called academic. (or a combination of the above)

Terms of Emeritus Title

Emeritus is an honorary title designating a retired full-time faculty member with academic rank of Professor when retired from AU and had demonstrated notable contributions during their professional career at AU. It is also awarded to senior administrative staff with professorial ranks of professor, associate professor, or

assistant professor including chancellor, vice chancellors, assistant vice chancellors, and deans can also be awarded the emeritus designation as a prefix to their academic rank/title if their services at AU is ended.

Benefits and privileges of Emeritus Title

The following are the main benefits and privileges that the holder of Emeritus title will have:

- Participation in the events and ceremonies held by AU.
- Inclusion in the faculty/administrator listing on the AU website.
- Awarding a certificate with name and emeritus rank.
- Entitlement to use AU business cards and other office privileges for the purposes of AU service.
- Eligibility to serve on undergraduate and graduate thesis and dissertation committees, project committees, and as nonvoting members of AU committees as appropriate.

Selection Criteria of Professor Emeritus

Candidates for the title of “*Professor Emeritus*” should have held the rank of full professor for at least ten years of full-time service at AU prior to their retirement or resignation. The college deans recommend to the VCAA the names and credentials of candidates for “*Professor Emeritus*” who meet the conditions stipulated in this policy. The VCAA evaluates the recommended applications by the deans and forward the eligible ones with his recommendation to the Chancellor for his final decision. If the Chancellor’s decision is positive, the VCAA’s office prepares and routs the corresponding appointment letter(s) to the candidate and the other concerned AU Colleges/Offices.

The title of emeritus is not conferred upon faculty who leave the University for full time employment at another institution.

The Emeritus title is intended for those whose holistic academic contributions are notable and can be demonstrated on a basis consistent with the excellent to outstanding category of faculty annual evaluation criteria in the three domains of teaching, research and service.

The candidates for the Professor Emeritus title must not have been subjected to any disciplinary penalty during their work at AU.

The Professor Emeritus does not receive any remuneration from AU unless he/she is assigned to teach or supervise graduate students or perform other work, provided that the duration of the assignment and the value of the remuneration for this assignment are approved by the VCAA. The Professor Emeritus does not receive any remuneration for being assigned to any administrative task at AU.

The title may be withdrawn in the event that it loses any of the conditions under which these titles were granted or if it violates AU’s laws, regulations and instructions in force.

Selection Criteria of Emeritus Status for Senior Administrative Staff

This emeritus title applies to academics, regardless of their academic ranks, who have served as administrative staff members at the level of Dean or higher.

Nominations for this category are made by the VCAA with the corresponding supporting documents to the Chancellor for his final decision.

The following are the selection criteria:

- The candidates for this Emeritus title must not have been subjected to any disciplinary penalty during their work at AU.



- The candidates for this Emeritus title must have a full-time service at AU of at least ten years including a minimum of five years as an administrator at the level of dean or higher. The period the candidate may held the administrator position temporally (e.g. Acting Dean) shall be counted if his/her appointment was changed directly from acting to permanent status without any break in service at AU.
- The service of the nominee is ended due to retirement or resignation.
- The Emeritus designation is given as a suffix to academic/administrative title (e.g. Dean Emeritus).

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	21/06/2023	Initial policy	Vice-Chancellor for Academic Affairs

Personnel Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

- To ensure that the employment records of faculty members and professional staff are well maintained.
- To comply with the rules and regulations of the Ministry of Human Resources and Emiratization in the UAE concerning all required documents.

Statement

The Office of Human Resources at AU is responsible for proper maintenance of employees' records including those for faculty and professional staff. Complete records are maintained for each faculty member and professional staff employed by the University. These include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Labor and Social Affairs in the U.A.E.

Contents of Personnel Files

The personnel records should include the following (but may be filed separately):

- Passport Copy / Photo ID (where required).
- Spouse and Children passport copies
- Academic Degrees and transcripts
- Promotions (Academic Ranks for faculty members)
- Résumé
- Employment Offer (visitor/resident)
- Academic Rank Evaluation Form
- Contracts
- Joining Date Form
- Attendance and Absence Records
- Vacation and sick leave records
- Yearly leave records
- Recommendation letters from senior management or other staff
- Work correspondences between staff and supervisor
- Disciplinary memos issued to staff
- Job descriptions
- Performance evaluations issued to staff and staff's responses
- Resignation letter (when applicable)
- Termination notice issued to staff
- Transfer or promotion requests or transaction

Procedure

- a. The Office of Human Resources at AU is responsible for verifying the authenticity of all degrees and letters of references provided by the faculty and professional staff.
- b. The Office of Human Resources shall always maintain and update complete records for each faculty member and professional staff employed by the University.
- c. The Office of Human Resources will ensure that for each faculty member and professional staff, the record include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Labor and Social Affairs in the U.A.E.
- d. It is the responsibility of the Office of Human Resources to ensure that the required documents are updated as and when required in accordance with the rules and regulations of the Ministry of Labor and Social Affairs in the U.A.E.
- e. In line with AU's Information Technology Policy, regular backup is conducted on the HRNET system and on the electronic personnel files through the archiving system.
- f. AU employees have access to their personnel information and through HRNET system, including the right to review the file and correct erroneous information. For items that cannot be edited, the employee can contact the Office of Human Resources for their appropriate action.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Human Resources Manager
V 2.0	03/09/2017	Reviewed – No change	Human Resources Manager
V 2.1	13/06/2021	Reviewed – Updated with the new name of government entity "Ministry of Human Resources and Emiratization".	Human Resources Manager
V 2.2	29/06/2022	Minor changes – Addition of items e and f.	Human Resources Manager
V 2.3	15/03/2023	Addition of contents of personnel files consistent with the Staff Manual.	Human Resources Manager

Faculty Workload Policy

Policy Owner(s)	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date (revised)	March 2023
		Next Review Date	March 2026

Statement

The assignment of faculty workloads is intended to be used, as a comprehensive guideline for academic departments when assigning workloads to individual faculty members and it is defined as the total of the instructional, scholarly, and professional service activities rendered to AU by its faculty. It encompasses instruction, advising, project supervision, committee work, and thesis supervision, research, service, and curriculum development.

The assignment of workloads is therefore organized on the following principles:

- For non-terminal degree holders teaching in the General Education component of programs, the maximum teaching load is 15 credit hours per semester.
- For terminal degree holders teaching in undergraduate programs, the maximum teaching load is 12 credit hours per semester.
- For faculty only teaching in graduate programs, the maximum teaching load is 9 credit hours per semester or pro-rata for faculty teaching a mix of undergraduate and graduate courses.
- The teaching load of part-time faculty members is limited to a maximum of 6 credit hours per semester.
- Teaching in the summer term is optional with teaching load limited to 6 credit hours.
- The release time from teaching for the Deans of Colleges is normally 6 credit hours, while it is 3 credit hours for the Heads of Academic Departments. Appropriate release time from teaching is also given for other major administrative and research assignments.

The above teaching load arrangements mentioned in items a, b and c also apply for visiting faculty members.

Supervision of Undergraduate Students' Graduation Projects

The load for the supervision of students' graduation projects is calculated on the basis that supervising 6 students is equivalent to 1 credit hour.

Supervision of Student Trainees

- The load for the supervision of student training is calculated on the basis that supervising 8 student trainees is equivalent to 1 credit hour.
- For the College of Pharmacy and Health Sciences training supervision is treated as a regular section.
- For the Professional Post-graduate Diploma in Teaching, the 6 credit hours of the course translates to 4 credit hours in the load of the faculty member. The training course is treated as a regular section.

In compliance with Stipulation 5.7 of the CAA Standards 2019, the University has an established process of modifying its course load assignment to faculty members. All credit hours of any course that includes an embedded practical component (e.g. Lab) shall be entirely and exclusively assigned to faculty members holding terminal degrees in the discipline. The said faculty members will be totally responsible for their assigned courses. They will also be responsible for overseeing the Instructors who will be helping

them in some of the lab and/or tutorial parts of the course. Instructors will not have any part of the course credit hours assigned to them.

For a graduate level Seminar course, 2 credit hour Seminar course will be considered as 2 credit hour load for faculty. However, for an undergraduate Seminar course, 2 credit hour Seminar course will be considered as 1 credit hour load for faculty.

Except for the Independent Study course, the University requires a minimum number of registered students in a regular course section to be opened. However, if under exceptional circumstances, a regular course section is to be opened with a number of registered students below the required minimum number, the section will be counted for the faculty as a regular section within his/her regular load.

In line with CAA Stipulation 5.8.4, the weekly office hours shall range from 6-10 for full-time faculty, as approved by the Head of Department. For part-time faculty, 3 weekly office hours for those teaching two courses (typically 6 credits) and 2 weekly office hours for those teaching one course.

Teaching overload

AU monitors and ensures that assigned teaching loads to faculty complies with the above workload limits (a-f). In exceptional circumstances where teaching assignments become in excess of the above requirements, and overload is unavoidable, the overload is normally limited to one three-credit course per faculty member per year, and faculty shall be appropriately compensated for that.

Overload Rates for undergraduate courses:

Rates (Per Semester)

Rate of theoretical courses for Undergraduate Programs:

Faculty	Rate per Credit Hour
PhD holder	AED 4480
Master holder	AED 3840

Rate of practical courses (Labs/Tutorials) for Undergraduate Programs:

Faculty	Rate per Hour
PhD holder	AED 2880
Master holder	AED 2560

Overload rates for graduate courses:

Rates (Per Semester)

Rate of Theoretical Master/PhD courses:

College	Rate per Credit Hour
Graduate Diploma Courses – College of Humanities and Sciences	AED 4480
Master courses – all Colleges	AED 4800

PhD courses – College of Law	AED 4800
DBA in College of Business Administration	AED 6000

Rate of practical courses for Master Programs:

College	Rate per Hour
College of Pharmacy	AED 2880
College of Architecture, Art and Design (PhD Holder)	AED 2880
College of Architecture, Art and Design (Master-degree Holder)	AED 2560
College of Dentistry	AED 3200
College of Humanities and Sciences (Master & Diploma)	AED 2880
College of Mass Communication	AED 2880

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 2.0	05/02/2018	New policy – allocation of workload hours / inclusion of Adjunct faculty / new Rates Matrix	Vice Chancellor for Academic Affairs
V 3.0	23/09/2020	Minor change- added Stipulation 5.7 as a reference from CAA Standards 2019	OIPE Executive Director
V 3.1	18/11/2020	Minor change- updated workload assignments	OIPE Executive Director
V 3.2	05/05/2021	Minor change – added teaching overload and updated the compensation rate	Office of Human Resources
V 3.3	24/06/2022	Minor change – The visiting faculty workload has been added.	Vice Chancellor for Academic Affairs
V 3.4	25/08/2022	Minor change – The office hours have been added.	Vice Chancellor for Academic Affairs
V 3.5	25/11/2022	Minor change – Added project supervision	Vice Chancellor for Academic Affairs
V 3.6	24/01/2023	Minor change – Added the workload for supervision of undergraduate students' graduation projects, and supervision of student trainees.	Vice Chancellor for Academic Affairs
V 3.7	23/03/2023	Minor change – Added the teaching load for seminar, and independent study courses.	Vice Chancellor for Academic Affairs

Faculty Teaching Load/Overload Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA Office of Human Resources
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Preamble

This policy covers matters related to the calculation of faculty teaching load/overload and financial compensation. It also touches upon definitions and provisions covered by other faculty-related policies. Therefore, it should be checked against these policies for consistency and accuracy.

Related Policies

- Faculty Workload Policy,
- Credit Hour Policy,
- Independent Study Policy,
- Class Size Policy,
- Research Centers Policy,
- Research Release Time Policy,
- Visiting Research Scholar Policy,
- Faculty Exchange and Sabbatical Leave Policy
- Graduate Faculty Thesis/Dissertation Load Policy, and
- Compensation Policy.

Purpose

This Policy is intended to ensure consistency of teaching load/ overload calculation and compensation.

Scope

The Policy covers the following:

1. Standard teaching load per rank and status of faculty members
2. Release time for administrative and special assignments
3. Criteria for the calculation of load for teaching and supervision assignments of faculty members
4. Criteria for the calculation of overload for teaching and supervision assignments of faculty members
5. Approval procedures for offering below minimum sections and appointment of internal adjunct faculty members
6. Termination of teaching assignment.

1. Load of Faculty Members

1.1. Load of a Faculty Member in a Regular Semester

AU adheres to the standards set by the Commission for Academic Accreditation (CAA) for faculty workload as follows:

- i. 12 credit hours (or equivalent) per regular semester for faculty members with terminal degrees teaching in undergraduate programs.
- ii. 9 credit hours (or equivalent) per regular semester for faculty teaching exclusively in graduate programs, or pro-rata for those teaching a mix of undergraduate and graduate courses.
- iii. 15 credit hours (or equivalent) per regular semester for lecturers and other non-terminal degree holders teaching in undergraduate programs.
- iv. 6 credit hours (or equivalent) per regular semester for part-time (adjunct) faculty (all ranks).
- v. Up to 6 credit hours (or equivalent) per regular semester for category 1 inbound exchange faculty, mainly for the purpose of conducting research), and 12 credit hours per regular semester for category 2 inbound exchange faculty (Duties similar to a full-time visiting faculty member).
- vi. 6 credit hours per regular semester for research professors (Assistant/Associate/Professor).
- vii. 6 credit hours per regular semester for AU admin members as adjunct faculty.

In exceptional circumstances where teaching assignments exceed the above requirements (overloads), faculty members are compensated either through reduced teaching assignments in the next regular semester following the semester in which the overload is taught, or through direct overload compensation during the semester in which the overload is taught.

1.2. Summer Term

- 1.2.1. The teaching assignment of faculty members during the summer term should not exceed 6 credit hours.
- 1.2.2. Summer teaching assignments are optional and are compensated for separately.
- 1.2.3. Deans should not teach courses during the summer term.

2. Administrative and Service Assignment Releases

Faculty members holding administrative roles or given certain assignments shall normally receive release time as per the tables below:

A. Administrative Release

Role/Assignment	Release Credit Hours per Semester ^(*)
Vice Chancellor for Institutional Planning and Effectiveness	6-12
Assistant Vice Chancellor for Academic Affairs	6
College Deans	6-12



Role/Assignment	Release Credit Hours per Semester (*)
Dean of Research and Graduate Studies	6
Dean of Student Services	6
Associate Dean	3
Head of Department	3
Program Coordinator/Directors	3
Legal Advisor to the Chancellor	3
Head of Research Centers	3
Manager of Student Success Center	3-6
Director of the Office of University Facilities	6
Director of Innovation Center	3-9
Coordinator/Director of the General Education Program	3-6
Manager/Director of Teaching and Learning Center	3-9
Director of International Academic Affairs Office	3-9
Outbound Faculty Exchange Program or a Sabbatical Leave for 1 or 2 semesters	12
Research Release	1-3
Any new roles/assignments	Up to 6
Others	1-3

(*) Further teaching load release beyond the specified limits requires prior approval from the VCAA.

B. Service Teaching Release

Role/Assignment	Release Credit Hours per Semester	Comments
Student Advising	0.5	For Lead Advisors
Accreditation	1 for committee chair only, in SSR submitting semester	Prepare Self Study Report (SSR) for Accreditation/Re-Accreditation. At the discretion of the College Dean and approval of the VCAA
Major Standing University-level Committees	0.5 per committee (max 2 committees per academic year)	Curricula, Student Disciplinary, Promotion
Major Standing College-level Committees	0.25 per committee (max 2 committees per academic year)	Curricula, Research, Quality Assurance Committees. Other Committees requires VCAA approval
International Conference & Symposium	0.5-1 (max 1 event per academic year)	1 C.H. for Conference Chair and 0.5 C.H. for the Chair of Scientific/Organizing Committee, approved by VCAA
Ad hoc Committee/activity/Assignment	0.25-0.5	At the discretion of the College Dean and approval of the VCAA

- 2.1.** On an exceptional basis, AU Higher Management may consider different load reduction schemes for administrative assignments based on the effort and the time a faculty member is expected to dedicate to the assignment.
- 2.2.** Faculty members given administrative assignments may receive a monthly stipend that varies based on the nature of the assignment.
- 2.3.** A faculty member will not receive more than one release time if he/she is assigned more than one administrative role. The highest release time associated with any of the assignments is the one to be considered.
- 2.4.** Teaching release time for special assignments is usually given for one semester and may be extended as deemed necessary.

3. Teaching Load Calculation**3.1. Credit Hours as Primary Unit for Teaching Load Calculation**

In all college programs except those offered by the College of Medicine, credit hours serve as the main unit for calculating the teaching load. Teaching load calculations are based directly on the number of credit hours assigned to each course, and no conversion from contact hours is required. Each faculty member's teaching load is calculated by summing the credit hours of the courses they teach, aligned with the program's standard teaching schedule.

3.2. Contact Hours for Programs Offered by the College of Medicine Using Block and Integration Teaching System

In programs offered by the College of Medicine, which utilize a block-based integration teaching system, teaching load calculations are based on contact hours, which are then converted into

equivalent credit hours to provide an accurate measure of faculty workload. This system accommodates the rotation of multiple faculty members within a single course block and accounts for each faculty member's specific contribution.

The teaching load will be calculated using course contact hours based on teaching activities within the semester. The contact hours are then transformed into equivalent credit hours to accurately measure teaching load. The following credit hour equivalencies will be considered:

- The total theory contact hours for a course are calculated by multiplying the weekly theory hours by the number of semester weeks. For example, a course with three weekly theory hours over a semester of 15 weeks results in 45 contact hours, which is equivalent to three credit hours.
- The total practical or tutorial contact hours for a course are calculated by multiplying the weekly practical hours by the number of semester weeks and dividing the result by two. For example, a practical course with two weekly contact hours over a 15-week semester results in 30 contact hours, equivalent to one credit hour.

When multiple faculty collaborate in a single course block, each faculty member's teaching load is calculated based on their specific contribution to the course, measured by their respective contact hours in theory, practical, or tutorial sessions. For example, if two faculty members share teaching responsibilities within blocks and a block includes 30 total theory contact hours (equivalent to 2 credit hours), a faculty member teaching 20 of those hours would be credited with contribution = $20/30 \times 2 = 1.33$ credit hours, while the other faculty teaching the remaining 10 hours would be credited with contribution = $10/30 \times 2 = 0.67$ credit hours.

4. Criteria for the Calculation of Teaching Load and Overload

4.1. Teaching Load and Section Size

The calculation of the load/overload of a faculty member is based on the size of the section he/she is assigned to teach.

4.1.1. Undergraduate Level Course Sections

- A "Minimum Section" comprises 10 students and its load is equivalent to the full credit hours of the course.
- A section ranging between 4 and 9 students, a pro-rata will be applied.
- A section that ranges between 1 to 3 students is considered as an Independent Study, and will not be included in the faculty teaching load. Any compensation will be managed by the HR Office in coordination with the faculty college according to the criteria and procedures listed in the "Independent Study Policy" will apply for offering a section in this mode.

4.1.2. Graduate Level Course Sections

- A "Minimum Section" comprises 5 students and its load is equivalent to the full credit hours of the course. For a section ranging between 2 and 4 students, a pro-rata will be applied. In the Doctor of Business Administration (DBA) program, a minimum section comprises 3 students, with a pro-rata applied for sections with 2 students.
- A section that has one student is considered as an "Independent Study", and will not be included in the faculty teaching load. Any compensation will be managed by the HR Office in

coordination with the faculty college according to the criteria and procedures listed in the “Independent Study Policy” will apply for offering a section in this mode.

- iii. Sections for the Professional Post-Graduate Diploma in Teaching will be treated the same as undergraduate-level sections for teaching load calculation, unless stated otherwise.

4.2. Graduate Cr. Hr. to Undergraduate Cr. Hr. Conversion ratio

The calculation of faculty load/overload in graduate programs is based on the following conversion ratios: Graduate (Master’s and Ph.D.) credit hour to undergraduate credit hour is 1:1.33.

4.3. Supervision

The various types of supervision are converted to equivalent credit hours, as mandated by the credit hour policy.

4.3.1. Supervision of Practical/Tutorial Components

The embedded practical (e.g. Lab and studio) and tutorial component shall be under the full responsibility of the faculty member teaching the course. However, the corresponding credit hours of the practical/tutorial component shall be included in the faculty member’s load according to his/her direct synchronous in-person involvement in the teaching of the practical/tutorial component, as per one of the following modes:

- i. Synchronous Full Supervision: The load is equivalent to the full credit hours of the practical component. If course includes multiple practical/tutorial sections, the full workload applies only to one section.
- ii. Synchronous Partial or No Supervision: The load is equivalent to zero credit hours of the practical component.

4.3.2. Supervision of Student Trainees

- i. The load for the supervision of student training is calculated on the basis that supervising 8 student trainees is considered full load of one (1) credit hour, and pro-rata is applied if the number of students is below 4. For the Bachelor of Arts in Psychology program offered by the College of Humanities and Sciences, supervising 4 student trainees is considered full load of one (1) credit hour, and pro-rata is applied if the number of students is below or above 4. For the College of Pharmacy and Health Sciences training supervision is treated as a regular section.
- ii. The following rules govern the allocation of teaching loads for training courses:
 - **Undergraduate Programs:** In cases where a semester is exclusively designated for undergraduate training, all training courses offered during that semester will collectively be treated as a single course.
 - The teaching load for faculty members will be calculated based on the supervision of students, with every eight (8) students supervised being equivalent to one (1) credit hour.
 - If a training course is offered alongside other non-training (theory) courses in the same semester, the training course will be treated as a regular course in terms of credit hours.
 - Faculty teaching load will be calculated based on the assigned credit hours for both training and theory courses.

- **Graduate Programs:** Supervising five (5) or more student trainees is considered equivalent to 50% of the course credit hours. If the number of student trainees is less than five (5), a pro-rata calculation will be applied to determine the faculty teaching load.
- iii. For the Professional Post-graduate Diploma in Teaching, the 6 credit hours of the course translates to 4 credit hours in the load of the faculty member. The training course is treated as a regular section.

4.3.3. Supervision of Undergraduate Students' Graduation Projects

- i. The load for the supervision of students' graduation projects is calculated on the basis that supervising 6 students is considered full load of one (1) credit hour. If the number of students is below or above (6), a pro-rata is applied.
- ii. For the College of Architecture, Art, and Design graduation project courses are treated as regular sections.

4.3.4. Supervision of Graduate Capstone Projects

The load for the supervision of graduate students' capstone projects is calculated on the basis that supervising 3 students is considered full load of one (1) credit hour. If the number of students is below or above (3), a pro-rata is applied.

4.3.5. Supervision of Thesis and Dissertation

For the Criteria for the calculation of Load for Thesis/ Dissertation Supervision, refer to: "Policies and Procedures Manual - Graduate Faculty Thesis/Dissertation Load Policy".

5. Criteria for the Calculation of Teaching Overload

AU monitors and ensures that assigned teaching loads to faculty comply with the above workload limits (1.1). In exceptional circumstances where teaching assignment exceeds the stated limits, and overload assignment is unavoidable, the overload is normally limited to three-credit-hour course per faculty member, and faculty shall be appropriately compensated for that as per the following criteria:

5.1. Mixed Load of Graduate and Undergraduate Courses

- 5.1.1.** Should a faculty member's main teaching load be at the undergraduate level, he/she may be assigned a graduate course as an overload and would be compensated for the overload as follows:
- 5.1.2.** Graduate and undergraduate conversion ration follows the conversion schema (3.2.) will be applied to all cases, regardless of the course is entirely overload or underload. Should the faculty's main teaching load be at the graduate level and is assigned an undergraduate course as an overload, he/she is compensated as per the undergraduate credit hour rate.

5.1.3. Adjunct Faculty Members

- i. Colleges should avoid assigning a section below the minimum class size to an adjunct faculty member. However, should this assignment be unavoidable, the adjunct faculty member receives full compensation for this section if the number of students is not less than 4 students at both undergraduate and graduate levels.

- ii. A section that ranges from 1 to 3 students for both undergraduate and graduate levels, a pro-rata is applied.
- iii. Assigning a below minimum section or an independent study section to an adjunct faculty requires the preapproval of the VCAA.

5.1.4. Ajman University Administrative Staff Assigned Teaching Load (Internal Adjunct)

- i. The teaching load for admin staff should be out of working hours, after 5 pm or during weekends with line manager confirmation through the Online Request, the admin receives full compensation of the course credit hours rate. Teaching during working hours should be considered as exceptional cases.
- ii. For the calculation of section load, 4.1 will apply.

6. Approval Procedures

6.1. Offering of Sections that are Below the Minimum Threshold

- i. Offering a section should be planned in a manner so as to ensure a balanced population of classes. Sparsely populated classes or sections with numbers of students below the minimum threshold should be avoided.
- ii. Should there be a need to offer a section that does not meet the minimum number requirement, the dean is required to provide - in writing - to the Vice Chancellor for Academic Affairs (VCAA) a justification for offering such section/s. The section would then be offered only after the approval of the VCAA has been obtained.
- iii. A section with one student could be allowed only if the student registering for the course needs to take it to fulfill graduation requirements by the end of the semester. Otherwise, the college should get the approval of the VCAA to offer a section to only 1 student, which will be considered in both cases as an Independent Study.

6.2. Assigning Teaching Load to AU Administrative Staff

- i. AU allows the hiring of admin staff members on hourly bases to handle teaching assignments. This hiring should be based on a genuine need expressed by the college.
- ii. The college should follow AU hiring policies, procedures, and criteria.
- iii. If the staff member is deemed suitable for the position, he/she receives an offer from the relevant office, but may not assume his/her teaching responsibilities during his admin work hours or after-hours unless he/she obtains the following approvals of the line manager, the respective cabinet member and the VCAA.

7. Termination of Teaching Assignment

In the event that the teaching assignment of a resident or an adjunct faculty member is terminated in the middle of a semester, the calculation of his/ her compensation should include the entire load of work of the week in which the termination occurs.

8. Policy Supersession

This policy supersedes and takes precedence over any prior memos, minutes of meetings, directives, or other communications related to teaching load and overload, and shall serve as the governing document moving forward.

9. Exceptions

Any exceptions to specific clauses of this policy require approval from the Vice Chancellor for Academic Affairs.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	21/06/2023	Initial policy	Taskforce
V1.1	16/09/2024	Specify administrative and service release	Vice Chancellor for Academic Affairs
V1.2	30/05/2025	Changes on faculty load calculation for automation purposes and include teaching load calculation for the college of medicine	Vice Chancellor for Academic Affairs

Professional Requirements for Teaching Policy

Policy Owner(s)	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	September 2022
		Next Review Date	September 2025

Purpose

This policy ensures that:

- Preparation and qualifications/credentials of all faculty members, both full time and part-time, are appropriate to their job assignment in the University.
- Faculty members have an earned terminal degree from internationally recognized institutions of higher education.
- Minimum expected academic or professional qualifications for different teaching levels are in accordance with those required by the Commission for Academic Accreditation (CAA).

Statement

It is the policy of AU to hire faculty members whose preparation and qualifications are appropriate to the field and level of their assignments. The faculty members must have terminal degrees earned from internationally recognized institutions of higher education. The terminal degree is a doctoral degree. However, in very special cases as specified by the UAE Ministry of Education, the terminal degree could be a Master's degree such as in art, design, and design-related disciplines.

For teaching in remedial programs, a baccalaureate degree in a discipline related to the subject taught, teaching experience in that subject, or graduate-level training in remedial education is required. For teaching courses in diploma programs, a baccalaureate degree in a discipline related to the subject taught and appropriate work experience is required.

1. All faculty members employed in the University shall have preparation and qualifications appropriate to the field and level of their assignments.
2. The faculty members must have terminal degrees earned from internationally recognized institutions of higher education.
3. For teaching in remedial programs, a baccalaureate degree in a discipline related to the subject taught, teaching experience in that subject, or graduate-level training in that subject is required.
4. For teaching courses in diploma programs, a baccalaureate degree in a discipline related to the subject taught and appropriate work experience is required. In addition, relevant professional certification may be required in some cases.
5. For teaching general education courses such as the first two courses in English, Arabic, or other languages, and the first course only in Islamic studies, history, or culture; humanities, arts, social sciences, behavioral sciences, natural sciences, physical sciences, mathematics and information technology: a Master's degree with a major in the discipline taught and one of the following is required:
 - five years' teaching experience in the discipline;
 - a combination of five years' experience in teaching or other employment related to the field; the equivalent of eighteen credit hours of graduate study in the field beyond the

- Master's degree;
- an internationally recognized professional credential (such as certification as a public accountant);
 - at least one faculty member teaching in each program area holds a terminal degree in the discipline.
6. For teaching courses in baccalaureate degree programs, a terminal degree in the teaching discipline, usually a doctoral degree is required. However, in some specific fields as approved by the UAE Ministry of Education, a Master's degree may be considered as terminal degree.
 7. For teaching courses in graduate degree programs, a terminal degree in the teaching discipline and either a strong record of (or the potential for) research and scholarly activity or significant professional experience as a practitioner in an applied discipline is required.
 8. In line with the guidelines of the UAE Ministry of Education Exceptions to the requirement for a terminal degree are limited to no more than 20% of all faculty teaching in any specific program; and are also limited to faculty members in applied fields who have a minimum of either:
 - a) A Master's degree in the teaching field or a doctorate in a related field, and who also have extensive senior level experience in the applied field (such as corporate management or accounting); or
 - b) Experience in the applied field coupled with internationally recognized professional association certification (such as medical board certificate or Certified Public Accountant)
 9. Applications for exceptions to the requirement for a terminal degree are reported to the Commission as exceptions for approval prior to the start of the semester in which the faculty member will teach.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.1	08/09/2019	Minor amendments as per 2019 CAA Standards	Vice Chancellor for Academic Affairs
V 1.2	22/09/2022	Minor changes were made	Vice Chancellor for Academic Affairs

Compensation and Benefits Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Introduction

Ajman University is committed to offering competitive remuneration packages that allow the University to attract and retain highly qualified and talented individuals across various job positions. This includes having an effective salary administration program and a comprehensive benefits plan that accommodate the needs of employees and allow them to focus on the mission and objectives of AU, maintain consistency among employees with an equitable industry and market benchmarks, reflect AU's commitment to fairness, competitiveness and equal opportunities, recognize individual contribution and outstanding performance and promote a performance driven organizational culture.

Purpose

The purpose of this policy is to:

- Provide AU with consistent methodologies and procedures that outline the employee compensation and benefits.
- Provide the Office of Human Resources with the required guidelines and processes to manage, develop and operate the compensation and benefits program at AU.
- Provide employees with a ready reference to all relevant details of AU's compensation and benefits management.

Key Principles

AU's compensation and benefits policy follows the below key principles:

a. Competitive Salary and Benefits Positioning:

To position the employee's remuneration at the right percentile benchmarked with the comparative industry and market.

b. Segmented but with Parity:

Salaries and benefits fitment at AU are segmented based on employees' levels, grades and ranks while advocating parity within the same employee ranks and grades.

c. Periodic Compensation and Benefits Benchmarking:

AU conducts regular review and assessment of salaries, allowances and benefits structure compared to the industry or market trends and recommends changes to higher management, if required.

Scope

This policy is applicable to all faculty and staff members.

Compensation And Benefits Specifications

A. Employee's Salary Administration

- The employees' salaries at AU are paid monthly in AED (UAE Dirhams), and shall be deposited into their bank accounts as per AU's payroll cycle (around 25th of every calendar month).
- The monthly pay-out shall include the gross salary; which is the basic pay plus Cost of Living Allowance (COLA), and other applicable monthly allowances and benefits like housing allowance, social allowance, telephone allowance, etc.
- The Office of Human Resources takes all reasonable measures to ensure accuracy in salary processing. In case of error in the salary amount, the employee shall promptly bring this discrepancy to the attention of the Office of Human Resources, so that errors are rectified in an efficient manner.

B. Employee's Salary Fitment

- The salary fitment of existing employees or new joiners shall be conducted taking into consideration the relevant job grades, size and level, qualifications, experience and role complexities.
- AU approved salary structure shall be strictly used for all the salary fitments at AU.

C. AU Salary Structure

AU salary structure are confidentially kept at the Office of Human Resources and regularly reviewed and benchmarked in order to remain competitive in the market.

Following is Staff Members salary composition:

Salary Components	Description
Basic Salary	60% of Gross Salary if grade <AD-5 65% of Gross Salary from AD-5 Onwards
Cost of Living Allowance (COLA)	= Gross – Basic

Salary Components	Description
Gross Salary	= Basic + COLA

Note: The basic salary of Emirati staff members equals 100% of the gross monthly salary.

D. Employees Benefits Plan

The employees' benefits plan is divided into four categories, as follows:

1. **Monthly Benefits and Allowances:**

a. Payroll-related: Shall be paid to employees as a part of their monthly payroll as per AU salary and benefits structure, including:

1. Cost of Living Allowance (COLA)
2. Housing Allowance
3. Social Allowance (For UAE Nationals)

b. Activity-related: Shall be paid to employees for performing certain duties and activities based on their roles and responsibilities, including:

1. Faculty members allowances: Head of Department (HOD) allowance, Graduate Studies Coordinator (GSC) allowance, Dean allowance.
2. Faculty and staff members' allowances (if applicable): Risk allowance, graduate studies allowance, telephone allowance, car allowance, etc.

2. **Annual/Biennial Benefits and Allowances:** shall be paid to employees once a year (annual) or once every two years (biennial) as per AU salary structure.

a. Annual (applicable for faculty and staff members): air ticket allowance and education allowance.

b. Biennial: Mobile device allowance, applicable for:

1. Staff Members on grade AD-12 or above.
2. Staff members whose daily duties require using the mobile device frequently, subject to approval of the Chief Operating Officer.
3. Faculty members with administrative assignment (e.g. Deans and other faculty members handling managerial positions at other offices).

3. **Lump-sum Benefits and Allowances:** shall be paid one-time to the employees as per their grades, ranks, roles, responsibilities and nationality such as furniture allowance and joining ticket.

4. **Non- Monetary Benefit:** shall be provided to employees in a non-cash form, such as health insurance.

E. General Terms:

1. If both spouses are working at AU:

- a. Housing allowance shall be 100% for one of the spouses whose allowance is higher, the other spouse will be eligible for 40% of the housing allowance as per the rank/grade.
- b. The spouse with the lower salary and grade shall not be eligible for air-ticket allowance, education allowance and furniture allowance.
- c. A maximum of 3 children can be covered by health insurance.

2. Allowances that are associated with the nature and scope of job duties, such as acting assignment, car or telephone monthly allowances, shall be evaluated separately and processed based on recommendation from the Office of Human Resources and approval of the Chief Operating Officer.
3. AU reserves the right to amend, add or remove the above-mentioned allowances and benefits without prior notice.
4. Employees can get in touch with the Office of Human Resources to learn about their allowance eligibility and ask for additional information.
5. It is the employee's responsibility to update the Office of Human Resources on the visa status of their dependents.

F. Employees Benefits Description

a. Acting Allowance

Acting Allowance shall be provided to the employees as per the below provisions:

1. Faculty members:

- a. When a faculty member is assigned to perform multiple administrative roles (e.g. HOD, GSC) that have standard rates, he/she shall become eligible for 100% of the higher allowance plus 50% of the lower allowance. For example, if HOD allowance is AED 1,000 and GSC allowance is AED 500, acting allowance eligibility shall be 100% of the higher allowance (i.e. 100% of HOD allowance) and 50% of lower allowance (i.e. 50% of GSC allowance).
- b. If a faculty member is assigned to be a manager of an administrative office or unit, he/she will be eligible for an Acting Allowance as recommended by the Office of Human Resources and approved by the Chief Operating Officer.
- c. Faculty members can be formally assigned to serve as acting deans during the dean's leave. In this case, the below compensation rule shall apply:
 - i. If the faculty member is already involved in teaching during this assignment (i.e. during Fall, Spring or Summer semesters), s/he will be eligible to get the monthly deanship allowance for the assignment period on pro rata basis.
 - ii. If the faculty member is not involved in teaching during the assignment period, the compensation will be based on the faculty member's gross monthly salary, on pro rata basis for the duration of the assignment period.
 - iii. If the assignment period falls in both periods (i.e. the faculty member is partially involved in teaching and partially not involved), the compensation of the assignment period will follow both rules separately, as mentioned above.

2. Staff members:

- a. Acting allowances are applicable when a staff member is assigned to another role outside his/her office or college and the scope of work. For example, if an HR executive is assigned to perform the role of a marketing executive (for a temporary period of time).
- b. If a staff member is assigned to be a manager of an office/unit, he/she will be eligible for an Acting Allowance.

- c. The maximum amount of acting allowances for non-managerial positions shall be AED 2,000 per month, and for managerial positions shall be AED 3,000 per month. However, considering the scope of work involved in the managerial position, the acting allowances of certain positions can exceed the above-mentioned limit, subject to separate evaluation and recommendation by the Office of Human Resources on case by case basis and approval of the Chief Operating Officer.

b. Air-Tickets Allowance

As per the Air-Travel Ticketing Policy, AU shall provide air-travel ticketing benefit to its employees. The employee's spouse and three (3) dependent children (male up to 18 years old and females up to 22 years of age) shall be entitled to one annual round-trip air ticket allowance to the employee's country of citizenship, as long as they have valid UAE residency, and as per the travel class mentioned in the employment contract.

Employees hired from overseas, are eligible for one-way relocation tickets for self and eligible family members including spouse and three (3) dependent children similar to annual ticket allowance eligibility. The same treatment applies for repatriation one-way tickets at the termination of employment contract whether by AU or employee.

c. Telephone Monthly Allowance

Telephone monthly allowance (calls and data package) shall be provided to employees depending on the nature of their work; i.e. being on field duty, frequent teleconferencing with external agencies/vendors, etc. The exact amount shall be estimated in accordance with the nature of the duties and frequency of usage, and considering the following ranges:

Frequency of Usage	Amount in AED
Low Frequency	100 - 200
Medium Frequency	300
High Frequency	500

Note: The above packages are subject to senior management's approval.

d. Cell Phone Device Allowance

Cell phone device allowance shall be provided to employees as per the below provisions:

1. For staff members: Eligibility is at a fixed rate amount of AED 2,000.
2. The allowance shall be provided once in two (2) years and applicable to the following categories:
 - a. Deans.
 - b. Staff members from grades AD-12 and above.
 - c. New staff member who is hired on grade AD-12 or above.
 - d. An existing employee who is promoted to grade AD-12 or above.
 - e. Faculty members who are assigned an administrative role in an administrative unit or office will be eligible for the cell phone device allowance.
 - f. Other employees whose nature of work requires frequent usage of phone outside the office, in which case a recommendation from the line manager shall be submitted to the Office of Human Resources and subject to final approval of the Chief Operating Officer.
3. If the employee is no longer eligible for the cell phone device allowance, the allowance received shall be deducted from the employee on pro-rate basis.
4. The allowance shall be paid to eligible employees once the eligibility condition is met.

e. Education Allowance

Education allowance shall be provided to employees based on their ranks or grades.

f. Furniture Allowance

Furniture allowance shall be provided to faculty members based on their ranks one-time upon joining AU and shall be depreciated over 2 years at 50% every year. In case of termination of contract or resignation prior to the end of the above-mentioned period, the amount shall be deducted from the end of service settlement on pro rata basis.

g. Health Insurance Benefit

Health insurance benefit shall be provided across all ranks and grades at AU, as follows:

1. For faculty members:

- a. Resident faculty members, coverage is 100% for the faculty member, 1 spouse and 3 children.
2. Visiting faculty members receive 100% coverage for the employee and 50% coverage for 1 spouse.

3. For staff members:

- a. Grades AD-5 to AD-16, including the academic support staff, coverage is 100% for the staff member, 1 spouse and 3 children.
- b. Grades AD-1 to AD-4, coverage is 100% for the staff member only.

h. Housing Allowance

Housing allowance is provided to all AU faculty members based on their ranks and for staff members above Grade AD-4 based on their grades. Housing for staff members from Grades AD-1 to AD-4 is provided by AU.

i. Annual Leave:

1. For faculty members:

According to the academic calendar and the faculty member's contract, faculty members are entitled to various types of leave.

2. For staff members:

Annual leave shall be provided to staff members based on their grades, as detailed in the Staff Leave Policy and in accordance with their employment contracts.

j. Graduate Studies Allowance

Applicable for staff members that hold a Master's degree in their field. The allowance is at a fixed rate of AED 500; effective from the date of the line manager's approval. The GSA request should be approved by the line manager, and submitted to the Office of Human Resources. This allowance is given only if the degree is not a requirement for the position.

k. Risk Allowance

Applicable for staff members based on their nature of work which involves an element of risk, for example staff members handling cash like cashiers, or handling hazardous materials in University labs, etc. The allowance is in the range of AED 300 – 500, depending on the work nature and subject to

evaluation and recommendation from the Office of Human Resources and approval of the Chief Operating Officer.

I. Social Allowance

1. Social allowance is applicable for all UAE National employees which consists of allowances such as UAE national allowance, air-ticket allowance, etc.
2. Allowance shall be given based on the employee's rank/grade and in accordance with the Emiratization Policy.

m. End of Service Benefit

1. For faculty members:

AU expatriate faculty members are eligible for an end of service benefit calculated as thirty (30) days basic salary for each completed year of service, provided that the end of service benefit does not exceed two years of basic salary.

2. For staff members:

The end-of-service gratuity is calculated as follows:

- a. Employees (of all grades) who have been on the rolls of the organization before March 1st, 2008 are entitled for one-month (30 days) of basic salary for each year of the first five (5) years of service, and forty-five (45) days of basic salary for each year exceeding such period.
- b. Employees (of all grades) who have been on the rolls of the organization after March 1st, 2008 shall be entitled to twenty-one (21) days of basic salary for each year of the first five (5) years of service and thirty (30) days of basic salary for each year exceeding such period.
- c. The end-of-service gratuity shall not exceed the aggregate of two (2) years' basic salary.
- d. No end-of-service gratuity is payable unless the period of service of the employee is at least one year.
- e. UAE & GCC Nationals will be excluded from this benefit as they might be entitled for General Pension and Social Security.

n. End of Service Benefits for the Deceased Employee

1. In case of employee's death, their family or the legal heirs will be paid the total salary of the month of the death in addition to three gross salaries for the three following months; and according to official documents submitted by the beneficiaries, they can decide if they want the amount to be paid to them (subject to court order or judicial decision identifying the heirs of the deceased employee) or through bank transfer to the deceased employee's bank account.
2. The end-of-service benefits for the deceased employee shall be paid through a bank transfer to employee's account or as per the court order/ legal decision identifying the legal heirs.
3. All benefits (except the education allowance) of the deceased employee shall stop at the day of death, including the end-of-service benefit calculation.
4. The installment of education allowance due to the employee shall not be reimbursed back to the University. If the installment became due but not yet paid, it shall be payable and treated similar to all other payable benefits the legal beneficiaries of the deceased employee.
5. AU bears the expenses of preparing and transporting the mortal remains and their family to their home country.

Merit Increase At AU

In accordance with AU guidelines, merit increases require the recommendation of the line manager on whether an employee should receive any merit increase, based on the employee's annual performance review, and this is subject to recommendation from Office of Human Resources and the approval of the Chief Operating Officer. The AU Senior Management may decide a merit raise scheme to certain categories of employees, subject to the availability of funds, and in accordance with the performance appraisal results, in which case the Office of Human Resources shall submit a proposal to the Chief Operating Officer that shall be finally approved by the Chancellor.

Bonus At AU

- A. Bonus is a tool that can be utilized to recognize and encourage exceptional performance and achievements among faculty or staff members.
- B. This requires the recommendation of the line manager based on the employee's exceptional achievements along with relevant supporting evidence.
- C. The AU Senior Management may decide a group bonus scheme for certain categories of employees based on accomplishment of a project, certain achievement or based on performance appraisal results.
- D. Bonuses shall be subject to availability of funds in the annual approved budget.
- E. Bonuses shall be decided as a percentage from the employee's gross monthly salary. It should not exceed 50% of the gross monthly salary. However, the Chancellor can approve a higher percentage of bonuses if deemed necessary and justifiable.
- F. Line managers should submit the bonus requests to the Office of Human Resources, and upon approval, they shall be escalated to the Chief Operating Officer for approval.
- G. All bonus requests at AU shall be finally approved by the Chancellor.

Miscellaneous

- 1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- 2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
- 3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
- 4. In case of conflict between the contract and the Policy, the employment contract prevails.
- 5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.1	01/10/2014	Revised salary structure and benefits	Financial Controller
V 1.2	03/10/2017	Revised social Allowance for Emirati citizens	Chief Operating Officer
V 1.3	25/7/2021	General amendment	Chief Operating Officer
V 1.4	13/10/2023	General updates	Office of Human Resources

Educational Allowance Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy sets clear guidelines on the educational allowance benefits granted to eligible employees according to the applicable salary and benefits grading structure of AU.

Scope

This policy applies to all full-time and permanent employees, in case they have eligible dependents.

Policy Statement

All eligible employees are entitled to educational allowance as specified in their contract and in accordance with the University's grading system.

Eligibility

- AU contributes to the children education of its eligible employees based on their ranks/grades by providing them with an annual allowance in accordance with the guidelines stated in this policy.

- b. The educational allowance shall cover the following:
 - 1. School registration fees
 - 2. Medical fees
 - 3. Tuition fees
 - 4. Exam fees (not to exceed AED 6,000)
 - 5. Books and uniforms
 - 6. Transportation
 - 7. Additional classes/assessments provided by the school to aid the students with special educational needs and/or students with learning difficulties. This shall be supported by documents from the school.
- c. The educational allowance does not cover fees for additional optional courses, extracurricular activities, trips or any other fees.
- d. It does not cover the cost of purchasing iPads, laptops and other electronic devices.
- e. IGCSE or any equivalent exams fees shall be reimbursed up to AED 6,000 per eligible child.
- f. Compensation of school uniform is limited to the school's distinctive clothing only and does not exceed AED 1,000.
- g. Children must be UAE residents and enrolled in private or public schools in the UAE, or any rehabilitation institution if they are disabled.
- h. The University may, at its sole discretion, suspend the educational allowance if the dependent fails in school.
- i. Eligible dependents are classified as biological children, stepchildren and adopted children.
- j. Documentation stating non-biological relations are required.
- k. Newly hired eligible employees will receive a pro-rated allowance based on the cap limit since the date of hire. For example, if he or she joins AU in the middle of the fiscal year (March 1st), they will be refunded after submitting invoices based on the criteria listed below:
 - 1. Invoices that are less than 50% of the annual cap will be paid in full.
 - 2. If it's equal to or greater than 50% of the annual cap, only 50% will be paid.
- l. The same applies if the date of enrollment of the student was later than the date of joining of the newly joined employee. In that case, only the date of enrollment will be considered, and pro-rata applies.
- m. In the event of promotion, the eligible employee shall be compensated on a pro-rata basis for the difference in the allowance since the date of the promotion.
- n. Education allowance for a semester shall be paid in full without deductions even if a staff member resigns or gets terminated after the beginning of a respective semester.
- o. Eligibility begins from the first year of education (FS1 or equivalent) and until Grade 12/13 (American, British or any other equivalent education systems).
- p. Disabled children who are enrolled in any rehabilitation institution are covered from the age of three until the age of eighteen.

- q. Employees must submit the following documents to the Office of Human Resources:
1. Invoice or a formal letter from school indicating the year of enrollment and the breakdown of the annual fees.
 2. Copies of the children's updated passports and UAE residency visa.
- r. The educational allowance is paid in two or three installments during the year (as separately announced by the Office of Human Resources every year), covering a maximum of three children with a cap for each eligible child.
- s. The amount paid annually shall not exceed the cap allocated for each child according to faculty/staff member employment contract.
- t. If both spouses work at the University, the one with the higher grade shall receive the educational allowance only for his/her children.

Procedures

- a. At the beginning of each academic year, the Office of Human Resources shall officially request from eligible employees to submit valid related documents.
- b. Upon receipt of the required documents, the Office of Human Resources verifies the compliance and eligibility.
- c. Requests received before 10th of the month are processed in the same month's batch. Requests received after 10th of the month are processed the following month.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	21/06/2023	New Policy - This policy is established to set guidelines on the educational allowance benefits granted to eligible employees according to the applicable salary and benefits grading structure of AU.	Office of Human Resources

Employee Advances Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy sets clear guidelines for employees' advances benefits, which are offered to some employees in order to provide financial support in times of need or emergency.

Scope

This policy applies to all employees.

Policy Statement

Employees who meet the eligibility criteria can apply for an interest-free advance from AU, which will be refunded according to the eligibility criteria.

Eligibility

The following table illustrates the eligibility of employees:

Period of Service at Time of Application	Advance Amount	Payback (monthly installments)
Less than 3 year	Not applicable	Not applicable
Eligible faculty and staff members (from 3 up to 5 years of service)	1 month based on total monthly salary or 20% of end of service benefit (whichever is less shall be applied)	Up to 6 months
Eligible staff members (5 years and above)	3 months based on total monthly salary or 30% of end of service benefit (whichever is less shall be applied)	Up to 10 months
Eligible faculty members (5 years and above)	3 months based on total monthly salary or 50% of end of service benefit (whichever is less shall be applied)	Up to 10 months
UAE and GCC Nationals (3 year and above)	3 months based on total monthly salary	Up to 10 months

- The refund installments begin the month after the advance is received. Deductions will be made on a monthly basis in equal installments, which will be processed together with the monthly paycheck.
- Unless employee's contract was terminated or expired, the monthly deduction shall not exceed 50% of the employee's total monthly compensation. The employee authorizes Ajman University to deduct that amount from his/her total monthly compensation.
- If an employee's first application is rejected, s/he can reapply after two months.
- Cheques that have been post-dated are not considered payments until being collected.
- UAE and GCC national employees must deposit a security cheque in the amount of the advance with the Office of Finance, which will be returned to them once the advance has been fully repaid.
- An employee can only apply for another advance after 5 years of the full settlement of the advance.
- The Office of Human Resources must review and approve all advance applications.
- AU reserves the right to accept or reject the advance request in its sole discretion.

Advance Salary for New Joiners

- Upon joining Ajman University, new faculty members are entitled to 1 (one) month's salary in advance, and new staff members are entitled to half month's salary in advance.
- Unless his/her contract was terminated or expired, the advance salary for new faculty members shall be reimbursed over a period of up to 10 (ten) months, and the advance half salary of new staff members shall be reimbursed over a period of up to 5 (five) months, with equal monthly payments withdrawn from monthly payroll. The employee authorizes Ajman University to deduct that amount from his/her total monthly salary.

Procedures

A. Confirmed Employee Advance

1. Employees must fill an advance request form then submit it to the Office of Human Resources for verification and processing.
2. The Office of Human Resources will verify the employee's eligibility and respond within 5 business days.

B. New Joiners - Salary in Advance

1. During the first week of employment, New Joiners wish to opt for salary advance, have to officially request the Office of Human Resources for the benefit.
2. The Office of Human Resources prepares a cheque (or bank transfer) for new hires, and they will sign a proof of receipt.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	New policy	Office of Human Resources
V 1.1	09/10/2023	This policy was initially titled as Loan Policy and has been renamed to appropriately reflect its implementation process. In addition, this policy is updated to also include information about the eligibility of employees for financial support.	Office of Human Resources

Staff Attendance Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy sets clear guidelines for staff members' attendance and working hours to guarantee that job requirements are met, punctuality is maintained, and all local rules and regulations are followed.

Scope

This policy applies to all Ajman University staff members. This does not apply to the three types of faculty members defined at the beginning of this policy.

Policy Statement

This policy serves as a framework for establishing processes and procedures to manage staff members' attendance and working hours as specified in their contract.

A. Effective Working Hours

1. Official working hours are normally from 9:00 a.m. to 5:00 p.m. but may vary according to business requirements of each college/office.

2. A full-time staff member works eight hours every day, from Monday to Friday, unless otherwise stated in his/her employment contract
3. Official working hours on Fridays are eight hours per day including a two-hour fixed break from 12:00 p.m. to 02:00 p.m.
4. The number of working hours for technical employees could be extended to (9) nine hours per day.
5. Line managers may adjust the schedule of any staff member to meet the work requirements that may rise due to work necessities, and they must notify the staff member of any changes in work schedules, after getting the approval of respective Cabinet Member and notifying the Office of Human Resources.
6. Due to the nature of business activities, some academic support staff members may be required to work late at night or during weekends. Given the operational requirements and with the approval of the Office of Human Resources, they are asked to organize their work schedules with their line managers.
7. Staff members may be required to work additional hours to complete tasks set by their line managers. Overtime pay will be calculated according to the Staff Overtime Policy.
8. If a staff member accumulates a total of eight (8) hours of personal permissions during working hours anytime during the year, these hours will be considered as one (1) day of annual leave. In cases where the staff member does not have sufficient annual leave balance, the accumulated hours will be treated as unpaid leave.
9. Office of Human Resources will track the permissions and manage the deductions accordingly.
10. Staff member may use approved compensatory-off hours to cover for personal permissions upon agreement with line manager. Such agreements are required to be in writing via official email and sent to the Office of Human Resources for record keeping.
11. All female staff members are entitled to one (1) break for one hour or two (2) breaks for thirty (30) minutes per day for breastfeeding for 6 months after the date of delivery. The exact timing of these breaks should be coordinated with the line manager who should notify the Office of Human Resources in writing.
12. Ramadan working hours are normally decreased in accordance with UAE Labor Law. The Office of Human Resources will notify staff members before the start of the Holy Month.

B. Working Week

1. Unless the contract states otherwise, working days at AU are five (5) days per week.
2. Employees in specific support services, such as housekeeping, facilities, general services, custodians, and drivers, must work six (6) days a week. The respective line manager shall decide the weekly off day that best serves the work interest. However, working hours shall not exceed 48 hours/week.

C. Flexible Working Hours

With the aim to boost the understanding and importance of productivity among AU employees, the Office of Human Resources may assign flexible shifts to some staff members, depending on the nature of their work. Staff members on flexible shifts must attend minimum of 40 working hours per week.

D. Remote Work

1. Subject to the discretion and approval process outlined below, certain positions and circumstances may be eligible for remote work as an alternative to on-campus attendance. The decision to approve remote work is made during the manpower planning phase, based on recommendations from the line manager, approval by the relevant Cabinet member, and final approval by the Chief Operating Officer (COO).
2. Remote working is applicable as follows:
 - Certain job positions may be considered for remote work, considering factors such as the nature of the role, job responsibilities, and feasibility of performing duties remotely.
 - Specific circumstances, such as health and economic crisis or other compelling reasons, may also be considered for remote work arrangements on a case-by-case basis.
3. Remote work arrangements, if approved, will be subject to a formal agreement between the employee and the AU outlining the expectations, responsibilities, and any applicable conditions.
4. Employees must adhere to the AU's policies, procedures, and guidelines related to remote work, including maintaining regular communications, adhering to working hours, and ensuring data security and confidentiality.
5. AU reserves the right to revoke the remote work arrangement at any time, based on operational requirements, performance concerns, or changes in circumstances.

E. Shifts

Line managers, in collaboration with the Office of Human Resources, will assign shifts as needed for the operational workflow.

F. Reporting Responsibility

1. Any absence, lateness, early leaves, or remote work must have prior approvals from the line manager, which must be done through the HR system or by email if the system is not accessible.
2. Line managers are completely accountable for documenting and reporting any of the aforementioned incidents if they are committed by their team members in violation of the point mentioned above.
3. Accordingly, the staff member shall be considered absent, and thus shall be subject to a deduction from their monthly salary or their annual leaves through the Office of Human Resources. There may be additional legal and disciplinary consequences.

Procedures

- a. All staff members from grade 5 and above are not required to sign in or out using biometric access machines unless otherwise agreed between the line manager and the Office of Human Resources.
- b. If a staff member is unable to report to work due to an emergency, they must inform the line manager within two (2) hours from the beginning of their shift.
- c. Upon returning to duty, they must apply for a leave request through the HR system.
- d. They must advise their line manager of their extended absence and when they are expected to return to work.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	21/06/2023	New Policy - This policy is established to manage and set guidelines to staff members' working hours and attendance.	Office of Human Resources

Staff Overtime Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The Purpose Of This Policy Is To Regulate The Procedures Related To Overtime Entitlement At Ajman University And Ensure That They Are Applied Adequately And Aligned With The University's Strategic Goals And In Compliance With UAE Labor Law.

Scope

This policy applies to all Ajman University's staff members, in all offices and colleges. This does not apply to the three types of faculty members defined at the beginning of this policy.

Policy Statement

Ajman University is committed to the application of the overtime protocols, methods, standards, and eligibility requirements in order to ensure that only eligible staff members are granted overtime.

Eligibility

The table below illustrates the overtime eligibility of various staff members based on their grades and different types of compensation.

Grade	Compensation Type
Grades 1 to 11: During normal working days, up to 10:00 PM	Cash (1.25 x normal hourly rate based on basic monthly salary), with an option for the eligible staff member to convert the overtime hours to compensatory days off.
Grades 1 to 11: During normal working days, from 10:00 PM to 4:00 AM	Cash (1.5 x normal hourly rate based on basic monthly salary), with an option for the eligible staff member to convert the overtime hours to compensatory days off.
Grades 1 to 11: During the Weekend	AU can either: Compensate the eligible staff member with compensatory days off or Pay cash if approved by the line manager and the Office of Human Resources (1.5 x normal hourly rate based on basic monthly salary).
Grades 1 to 16: During Public Holiday	AU can either: Compensate the eligible staff member with compensatory days off or Pay cash if approved by the line manager (1.5 x normal hourly rate based on basic monthly salary).

***Note:** In some cases, and with the approval of the relevant Cabinet members, some managers may be required to work long hours on or off campus to complete projects or urgent/unplanned work requirements. In such cases, Cabinet members may opt to compensate them with compensatory days off.*

Procedures

1. Before delegating any assignment that requires overtime, line managers must check the availability of overtime budget and avoid budget transfers between different budget line items.
2. Line managers must assign tasks requiring overtime to the designated staff members in writing, detailing all tasks that must be completed during the extra hours.
3. Staff members must complete the overtime application form or apply through the HR system.
4. Staff members must confirm their attendance during overtime hours.
5. Upon completion of the assigned task(s), the Office of Human Resources shall calculate the overtime hours and notify the Office of Finance to proceed with the payment.

General Guidelines

1. Overtime is a temporary solution that may be used to meet some additional and infrequent operational needs beyond Ajman University's normal working hours and is not intended to be a permanent solution.
2. The line manager shall specify and document the assignment and any extra duties to the eligible staff member who is requested to work extra hours on an overtime basis.
3. Prior to starting the assigned tasks, overtime must be budgeted for and officially pre- approved by the line manager. Otherwise, it will not be compensated.

4. In emergency situations, where pre-approval of the overtime request is not possible, the overtime assignment and request form must be approved by the line manager and submitted to the Office of Human Resources within two (2) working days. Otherwise, it will not be compensated.
5. According to UAE Labor Law, effective overtime working hours may not exceed two hours per day, unless such work is required to prevent the occurrence of a serious loss or a serious accident or to eliminate or mitigate the effects thereof. In any case, the total working hours shall not exceed (144) one hundred and forty-four hours every (3) three weeks.
6. No staff member shall be required to work more than two (2) consecutive rest days.
7. Every six (6) overtime hours equal one (1) compensatory off (CO) day, that can be credited to the staff member's annual leave balance.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	21/06/2023	New Policy - This policy is established to regulate the procedures related to overtime entitlement in compliance with UAE Labor Law.	Office of Human Resources

Staff Leaves Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy sets clear guidelines related to the staff members' leaves to ensure better workplace practices, punctuality, and work-life balance in line with all local rules and regulations. The purpose of this policy is to:

1. Provide various sorts of leaves to eligible staff members at the University.
2. Identify the approaches and procedures for approving leaves.
3. Provide an easy access to applicable systems for eligible staff members to apply and manage their leaves.

Scope

This policy applies to all AU permanent full-time staff members, unless otherwise stipulated in this policy.

Policy Statement

Ajman University shall make provisions for the leaves mentioned in staff members' employment contracts and in accordance with UAE Labor Law. The AU leave calendar year runs from September 1st and ends on August 31st the following year.

Leave Categories

The following leaves are covered in this policy:

A. Annual Leaves (AL)

1. Annual Leaves are defined as the short or long leaves that can be taken at any time throughout the leave calendar year and according to this policy.
2. Every AU permanent full-time staff member shall be entitled during every leave calendar year to an annual leave of no less than the following periods:
 - a. Two days each month if his/her period of service is at least six months and less than a year.
 - b. If his/her period of service is at least one year:
 - i. AD-5 and above: 33 working days.
 - ii. Grade AD-1 to AD-4 (6-day working week): 26 working days.
 - iii. Grade AD-1 to AD-4 (5-day working week): 22 working days.
3. A part-time employee shall be entitled to an annual leave according to the actual working hours s/he spends with AU. The duration of the annual leave shall be determined on the basis of:
 - the total working hours after converting them into working days, divided by the number of working days in the year, multiplied by the legally prescribed leaves, with a minimum of five working days per year for annual leave, and a fraction of a day considered as a full day in calculating the leave entitlements.

This means that an Annual leave for part-timers= **Total** number of working hours (overtime can't be included)/8 / number of working days per year * 33 (26 or 22).
4. Annual leaves are calculated on a pro-rata basis from the eligible staff member's joining date and are available only after six months of employment.
5. The employee shall obtain his leave in its entitlement year and AU may specify the dates of these leaves according to work requirements and in agreement with the employee.
6. AU shall notify the employee of the specified date for his/her leave within a sufficient time of not less than a month.
7. Staff members of Grade AD-1 to AD-4 can carry forward a maximum of (15) fifteen working days of their annual leave days to the next calendar year. Staff members of Grade AD-5 and above can carry forward a maximum of (17) seventeen working days of their annual leave days to the next calendar year.
8. The leave days exceeding the above-mentioned limit will be forfeited if not claimed and utilized at the end of every leave calendar year.
9. The leaves prescribed by law or by agreement are included in the calculation of the annual leave period if they fall within the annual leave of the employee and they form a part thereof.
10. AU may agree with the employee to receive a cash allowance of annual leave, according to the wage he receives at the time of his/her entitlement to the leave.

B. Bereavement Leave (BL)

1. Bereavement leave is the leave that a staff or faculty member can avail in the event of death of an immediate family member (spouse, father, mother, children, brothers, sisters, grandfather, grandmother, and grandchildren).
2. Every staff or faculty member is eligible for bereavement leave for each situation as follows:
 - i. Seven (7) calendar days if the immediate family member is residing outside UAE, and provided that the staff member travels outside the country.
 - ii. Three (3) calendar days if the immediate family member is residing in the UAE or if s/he resides outside the UAE but the staff member does not travel outside the country.
However, in such case, if the deceased family member was a husband or wife, a bereavement leave will be (5) five days.

C. Compensatory Off (CO)

1. A staff member may request a CO for working on the University's announced holidays and designated weekly-off days, in accordance with the Staff Overtime Policy.
2. CO will only be granted if the line manager requests to assign a staff member to work on the University's announced holidays/weekly-off.
3. CO will be added to the Annual Leave balance.

D. Hajj Leave (HL) (Pilgrimage)

1. Permanent and confirmed staff or faculty members are eligible for Hajj Leave to go on pilgrimage once during their tenure at AU.
2. The HL entitlement shall be thirty (30) calendar days and can be availed one time during the employee's service.

E. Maternity Leave (ML)

1. The female employee (staff or faculty member) shall be entitled to a maternity leave of (60) sixty days, according to the following:
 - a. The first (45) forty-five days with full wage; and
 - b. The following (15) fifteen days with half wage.
2. The female employee may, after using the maternity leave, be absent from work without a wage for a period not exceeding continuous or intermittent (45) forty-five days, if this absence is due to her sickness or her child's sickness resulting from pregnancy or childbirth, which does not allow her to return to her work. Such sickness shall be proven by a medical certificate issued by the medical entity. This period is not included within the service term, for which the female employee is entitled to end of service benefits or the period of contribution in the retirement scheme in accordance with the legislation in force in this regard.
3. The female employee shall be entitled to the maternity leave mentioned in parag. (1) if the delivery took place (6) six months or more after pregnancy, whether the fetus was born dead or alive and then died.
4. If the female employee gives birth to a sick child or a child of determination, whose health condition requires a constant companion, according to a medical report issued by the medical entity, she has

the right to a leave of thirty (30) days with full pay starting after the end of the maternity leave and she has the right to extend the leave for a period of (30) thirty days without pay.

5. AU shall grant the female employee a maternity leave upon her request at any time, starting from the last day of the month preceding immediately the month in which she is expected to give birth, and this shall be proven by a certificate issued by the medical entity.
6. If the female employee works for another employer during the period of her leave authorised in this Article, AU may deprive her of her wages for the leave period or redeem what has been paid to her. Supporting documents (authenticated by AU Medical Center) should be submitted along with the leave application form.
7. Staff members can extend their ML, with prior approval. However, this extension shall be treated as AL or as unpaid leave if AL balance is insufficient.
8. If not availed within the set time limit, the ML cannot be accumulated or compensated.
9. If the ML occurs during the annual leave, it shall be included in it and deemed a part thereof.

F. Paternal Leave (PL)

1. Every male or female staff or faculty member who has a newly born child, is entitled to five (5) working days, as Paternal Leave, in order to take care of his/her child, and the employee is entitled to such leave for a continuous or intermittent period.
2. The PL can be availed within six (6) months from the delivery date of the new born.
3. If not availed within the set time limit, the PL cannot be accumulated or compensated.

G. Official Leave (OL)

1. Staff or faculty members who have been nominated to perform certain official duties, which require them to be away from their designated work location, shall be granted Official Leaves.
2. The OL entitlement shall be decided on case-by-case basis and in accordance with AU's Business Travel Policy.

H. Sick Leave (SL)

1. Should any staff or faculty member contract an illness after the end of the probation period, he/she shall be entitled to ninety (90) calendar days of sick leaves in a leave calendar year as shown below:
 - a. First fifteen (15) calendar days with full pay.
 - b. Second thirty (30) calendar days with half pay.
 - c. Remaining forty-five (45) calendar days without pay.
 - d. After the forty-five (45) days without pay period, the staff member's fitness shall be evaluated.
2. Staff members should report their sick leaves by email to their line manager, copying the Office of Human Resources, before availing their leave.
3. The employee shall not be entitled to a wage for the sick leave if the sickness resulted from his/her misconduct, in accordance with the cases defined by article 20 of the Decree of the Council of

Ministers n. 1/2022 (for example, s/he found drunk, s/he committed violations to the safety measures according to the UAE Laws, etc.).

4. Staff members must submit medical and fitness certificate(s) through the HR system along with the “leave application form” for every SL availed, within three (3) working days since the date of return to duty.
5. SL cannot be carried forward and would get lapsed at the end of the leave calendar year when not availed.

I. Professional Development Leave (PDL)

1. Staff or faculty members who have been nominated by their line managers for the University sponsored PDL programs shall be awarded professional development leaves.
2. The PDL duration shall be decided and approved based on the specific requirements and duration of the PDL program.

J. Marriage Leave (MRL)

1. Marriage leaves are only available for permanent, confirmed staff or faculty members once during their service period.
2. Marriage certificate must be submitted to support the use of MRL.
3. The MRL entitlement is seven (7) calendar days for the staff members who have completed one (1) year of employment.

K. Study and Sabbatical Leaves

1. The staff or faculty member may be granted, at AU sole discretion, a study leave for a period of (10) ten working days per year for the employee who is enrolled or regularly studying at one of the educational institutions approved in the State, in order to sit for exams, provided that the service term at AU is not less than two years.
2. The UAE staff or faculty member shall be entitled to a sabbatical paid leave to perform the national service, in accordance with the legislation in force in the State.
3. In order to obtain these leaves, proof of the same shall be provided from the concerned authorities.

L. Special Treatment Leave for People of Determination (POD)

Employees at AU who are classified as people of determination under the UAE Federal Law No. 29 of 2006 on the Rights of People with Special Needs are entitled to a maximum of 90 days of treatment leave per year, which may be taken intermittently or continuously. This leave is subject to the employee providing appropriate documentation of their disability and the severity of their condition. Ajman University is committed to promoting the rights and inclusion of people with disabilities and encourages employees to take advantage of this leave entitlement to prioritize their health and well-being.

M. Employee Volunteering Leave

Employees who wish to engage in volunteer activities that support the community and enhance their personal and professional development are entitled to two days of paid volunteering leave per academic

year. Procedures and general terms are governed under ‘*Employee Volunteering Policy*’, managed by Office of Community Engagement.

Unauthorized Absence

If a leave is not approved by all authorities and the eligible staff or faculty member remains absent, then the absence will be treated as an “Unauthorized Unpaid Leave”, and the salary, allowances and accruals will be deducted for those days. Furthermore, disciplinary and legal actions will be taken in this case.

Leave Encashment

1. Leave encashment is strictly prohibited under all circumstances for all existing staff and faculty members.
2. Encashment of accumulated and unutilized AL balance is only permitted in the event of resignation, service termination, or contract expiration, as part of the end of service settlement, in which case the compensation for such days is based on the basic salary.

Leave Balance and Notice Period

During the notice period, all staff members can use their AL balance, subject to approval of the line manager and the Office of Human Resources.

Paid Holiday

1. Except for those who are paid on an hourly basis, all staff and faculty members are eligible for paid holidays in a calendar year.
2. Holidays shall be published by the Office of Human Resources.

Unpaid Leave

1. Any requested unpaid leave is subject to prior approval.
2. If the unpaid leave lasts for 30 days, the gross monthly salary and other monthly allowances shall be suspended. Housing, education allowances as well as the health insurance benefits will continue to be paid as usual.
3. For unpaid leaves that exceed 30 days duration, the monthly salary and all other allowances and benefits shall be suspended until the end of the unpaid leave period, and the staff member must submit a clearance form prior to going on a long unpaid leave.
4. If a leave is approved due to an emergency and there is no AL balance, the leave will be treated as “Authorized Unpaid Leave” and salaries, allowances and accruals (if any) for those days will be suspended.

Leave Application Procedure

1. Staff members shall complete the staff members’ section of the leave application form and submit the request for approval as per the timelines stipulated for specific leave types.
2. It is the responsibility of the staff member to check their leave balance before applying for any leave.

3. Line managers have the authority to approve or deny any leave requests.
4. The approved or denied leave requests shall be forwarded to the Office of Human Resources.

General Guidelines

1. AL days shall be credited to eligible staff members' leave account monthly, pro-rated on the last working day of a given month from the beginning of the leave calendar year (i.e. 1st of September).
2. All eligible staff members must have their leave applications approved by their line managers and the Office of Human Resources prior to taking any leave, unless the AL is fixed by AU.
3. Short leaves such as CO, PDL, OL or HL must be planned and applied for at least two (2) working days before the start of the leave day(s); whereas long leaves and vacation leaves such as AL or ML must be applied for at least fifteen (15) working days before the start date of the leave. The Office of Human Resources must approve any unusual cases.
4. Should AU specify the dates of the AL, it shall notify the employee of the specified date for his leave within a sufficient time of not less than a month.
5. All leave requests must be submitted electronically using the online Leave Application Form and must be approved by the line manager and the Office of Human Resources.
6. To be eligible for any leave, the staff member must submit the following documents:
 - a. For SL, a doctor's medical report or fitness certificate is required.
 - b. A doctor's medical report for ML must be provided within one (1) month of the delivery date; and should be authenticated by the Office of Medical Services.
 - c. Any applicable supporting documents for MRL that the Office of Human Resources considers acceptable.
7. If an eligible staff member is unable to submit the leave application in advance, s/he must notify his/her line manager by phone within two (2) hours from the start of duty, followed by an email to the line manager and the Office of Human Resources. They need to submit a leave form to obtain approval within (2) working days from resuming work.
8. Eligible staff members must designate a replacement who will fulfill their duties during their leaves and take all required procedures to hand over current work duties, any ongoing matters, and transferring knowledge at least two (2) days before the start date of the leave(s).
9. During the leave period (except the UL), the eligible staff member shall be entitled to the same salary as was admissible to him/her on the day immediately preceding the date of commencement of the leave(s).
10. A staff member shall be entitled to a prepaid salary in lieu of his/her AL, only if applied for a minimum AL of (15) fifteen working days.
 - a. For UL calculations, the weekly days off or paid holidays that fall during the UL, shall be included in the unpaid leave and deemed a part thereof, unless these days fall at the beginning or the end of the UL.
 - b. Leave Extension: eligible staff members who require additional time off due to unforeseen circumstances shall seek an approval from the line manager and the Office of Human Resources.

Miscellaneous

- a. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- b. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
- c. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
- d. In case of conflict between the contract and the Policy, the employment contract prevails.
- e. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V1.0	21/06/2023	New Policy - This policy is established to ensure different staff leave eligibility are regulated and in line with all local rules and regulations.	Office of Human Resources

Air Travel Ticketing Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy serves as a framework for establishing standards and processes to control the practice of granting airline tickets according to the eligibility of employees as specified in employment contracts.

Scope

This policy applies to all AU expatriate employees, employed on full-time basis by the University, unless otherwise stated in their employment contracts.

Policy Statement

This policy regulates the allowance of air-travel tickets to eligible employees, spouses and eligible dependent children, who wish to travel to their country of citizenship during semester vacations or planned and approved vacations in accordance with the terms and conditions stated in the employment contract and this policy.

Procedures

The following are the responsibilities that various offices must carry out as part of the air travel ticketing process:

a. Office of Community Engagement

1. Shall ensure that the eligible average annual fare for air travel tickets, destination and national carrier wise, is revised and published on a specified timeframe as agreed with Office of Human Resources on a yearly basis.
2. Shall notify the Office of Human Resources of any changes and charges to the travel tickets' rates.

b. Office of Human Resources

1. Shall keep track of the employee's joining anniversary and notify payroll to transfer the eligible air ticket allowances to the employee.
2. Shall send an updated list of destinations to the Office of Community Engagement on a yearly basis.

c. Eligible Employees (Travelers)

1. Employees are responsible for maintaining their information up to date, which might include changes in their locations, marital status, dependents, passports and visa statuses.
2. Employees must get all appropriate approvals before leaving on vacation.

Guidelines

The following are the general guidelines for air travel ticketing allowance implemented at the University:

1. Only expat employees are eligible for air travel ticketing allowance.
2. To be eligible for this benefit, employee must have completed a minimum of one (1) year of service at the University.
3. The air travel ticketing allowance will be transferred to the employee's bank account on the employee's joining anniversary.
4. As per agreed employment contracts, air travel ticket benefit covers eligible employee, one (1) spouse, and eligible dependent children (up to three children) who hold valid UAE residency on the employee's joining anniversary.
5. The allowance for air travel is dependent on the destination, which is by default the passport on which the resident visa is printed. The destination is set to the nearest international airport to employee's place of residency in the country (a proof must be presented to the Office of Human Resources). The designated airport has to be approved by the Office of Community Engagement.
6. Eligible employees, their spouses, and eligible dependent children are not eligible for air travel ticketing allowance throughout the year if their employment at AU is terminated for any reason, or their contract expires or ends.
7. If the termination letter, letter of resignation acceptance, or agreement upon employment contract termination was issued prior to the joining anniversary, employee and eligible dependents are not be eligible for air travel ticketing allowance.

8. If both spouses are faculty members working at the University or staff members from grade 10 and above, then this allowance is only eligible to one of them.
9. Eligible employees of crisis-affected countries who wish to change their travel destinations must provide a clear justification and documentation to the Office of Human Resources. The Office of Community Engagement validates the documentation and destination.
10. The University has full authority to approve or deny the request. If the request is accepted, the employee is eligible for the air ticketing allowance on the economy class only, regardless of the class listed in the matrix.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	06/21/2023	New policy - This policy is established to control and guide the practice of granting airline tickets to eligible AU employees.	Office of Human Resources

Business Travel Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

- The purpose of this policy is to clarify all guidelines and standard operating procedures that apply to AU employees when participating in business-related assignments inside or outside UAE. It also outlines the different types and levels of expenses and other compensations that employees are entitled to receive in pursuing such business assignments.
- The key objectives of this policy are:
 - To set out the University policy on business travel and related expenses, and clearly define the different types of reimbursable expenses.
 - To ensure the University fulfills its obligations and reasonable standards of service, comfort, convenience and care for employees undertaking business- related travel.
 - To ensure relevant controls are in place for travel-related expenses and clearly define all related processes and deadlines of payments and travel-related arrangements.

Scope

The provisions of this policy shall apply to all employees across all colleges and offices, for business assignments that necessitate travel within or outside the UAE. The terms and conditions outlined in this policy represent

the only set of guidelines that organize employees' business travel and supersede any other old related policies, procedures and bylaws.

Policy Statement

In achieving excellence in academics, research, visibility and professional development activities, Ajman University is committed to cover the travel expenses of its employees participating in regional and international conferences, seminars, workshops, fairs, exhibitions, business meetings, recruitment campaigns of faculty members, staff members or students, ranking or accreditation related events, professional development, trainings and other business-related assignments, in accordance with the terms of this policy.

Compliance

1. Cabinet members and line managers should ensure compliance with this policy and procedures in their respective areas.
2. All University colleges, offices and employees involved in arranging, undertaking or approving travel related arrangements are required to comply with these policies and procedures.
3. The Office of Internal Audit shall regularly audit the compliance and report any deficiencies.

General Terms

1. Any exception from the terms of this policy must be approved by the Chancellor.
2. The Chief Operating Officer is authorized to deal with any case or situation that is not specifically covered by this policy.
3. The business travel assignment must be recommended by the respective line manager and approved by the Cabinet member to whom the college/office reports to.
4. For participation in research conferences, the approval process established by DRGS (Deanship of Research and Graduate Studies) shall be followed. For more details on this process, please refer to the Policy on Research Conferences.
5. The Chancellor shall approve business travel assignments of employees who directly report to him, including the Cabinet members.
6. The business travel is subject to budget availability. The University covers all necessary expenses required for employees to perform their duties off-campus.
7. Transfers between budget line items to cover any unplanned business travels shall be acceptable only in certain cases, and in accordance with Budget Policies and Procedures.
8. Employees are responsible for all business travel related arrangements; including flight timings, hotel bookings, visa requirements, luggage weight, and attention to personal belongings. The University shall not be responsible to compensate any employee for any losses resulting from any related incidents.
9. Employees are requested to keep detailed business travel information with their college/office and the Office of Human Resources, including contact information, emergency contact details, itinerary details, and any other relevant information.

Per Diem

1. Travel expenses are payable on a per diem basis to cover different types of incidental expenses related to the business assignment. This includes various expenses associated with the business travel, such as baggage handling, meals, storage, tips, laundry/ironing, hospitality, local/international telephone calls, data packages, transportation cost (taxi, bus, train, metro, car rental) and any other similar incidental expenses.
2. Per diem includes transportation expenses from and to the airport in UAE and other countries.
3. Employees are entitled to per diem rates according to the cost group that takes into consideration the average cost of living across different countries around the world, as detailed in Appendix A.

Per Diem Group *	Daily Per Diem Rate (in AED)		
	Managers and Executives G15-G16	Faculty members and Staff members Grades G12-G14	Staff members Grades G1-G11
Group A	500	400	300
Group B	600	500	400
Group C	700	600	500
Group D	800	700	600
Local (inside UAE)	250		

* Grouping of countries in terms of Cost of Living may be revised from time to time to ensure the per diem rates are kept up to date as detailed in the latest updated listing in Appendix A.

4. The per diem amount is payable without submitting any invoices or receipts.
5. The per diem rate applies to the number of days spent on the business assignment; including the eligible days off. In all cases, employees shall be eligible for the per diem rates regardless of the exact departure or arrival timing during the day (i.e. morning, afternoon, evening, etc.).
6. Fifty percent (50%) of the eligible per diem amount is payable prior to the business travel date, while the remaining fifty percent 50% is payable upon the completion of the business travel.
7. Based on the employee's request and subject to the approval of the Office of Human Resources, 100% of the eligible per diem amount can be paid to the employee in advance.
8. Any required advance payment must be submitted along with the Business Travel Request Form.
9. The local per diem rate inside UAE is applicable for overnight duties/ assignments only. It is be paid for the event days, excluding any travel days. Hotel booking for days prior to the event days remains at the discretion of the Cabinet member to whom the college/office reports.
10. The local per diem rate applies only to all-day business assignments that are more than 9 hours, inside UAE and away from AU Campus.
11. Any partial or full advances of per diem payments shall be treated as a personal loan to the employee. The Office of Human Resources shall release the advance payment from the employee's account once the Business Travel Completion form is approved by the line manager and submitted to the Office of Human Resources.

12. In case of trip cancellation or reduction of the pre-planned business travel duration for any reason, the employee should return the advance payment to the Office of Finance and notify the Office of Human Resources within a maximum of 3 working days.

Air Tickets

1. Employees are eligible for roundtrip air tickets at the same class (business/economy) as per their contractual annual tickets.
2. After securing the business travel request approval, an official Air ticket booking request should be made exclusively through the Unit of Public Relations.
3. Air ticket booking should be completed as far in advance as possible to maximize the value for money. The booking should be completed no later than 2 weeks prior to the planned travel date.
4. In case of group business travel for employees participating in the same official assignment(s), each employee shall be individually eligible for the said benefits, rates, and air ticket class as specifically defined in this policy unless otherwise approved by the Chancellor on an exceptional basis.
5. Upgrading the eligible ticket class (i.e. from economy to business or from business to first class) is acceptable, provided that any additional cost is fully covered by the employee. In this case s/he will get paid in cash for the standard rate of the eligible ticket class as decided by the Unit of Public Relations, once evidence of purchase of the upgraded ticket is submitted.

Accommodation

1. If the accommodation is not provided by the hosting/organizing party, the Unit of Public Relations at the University shall arrange the hotel accommodation on best available option basis, considering the location of the event and any recommended hotel by the organizing party.
2. The standard accommodation coverage shall include the room and the breakfast. Any extra expenses must be covered by the employee as part of their daily per diem.
3. Some duties/events in the UAE may require the employee to stay overnight when s/he needs to move early morning to the destination (especially during rush hour) or it becomes impractical to return home.
 - a. The Unit of Public Relations shall provide any needed support to the employee in arranging their local hotel accommodation during such events. Employees are also eligible for per diem payment.
 - b. The request shall be submitted by the employee, approved by the line manager and the Cabinet member to whom the college/office reports, and then communicated with the Unit of Public Relations and the Office of Human Resources to proceed with the needed arrangements.

Cancellations and Refunds

1. Any cancellation or changes to the bookings made via the Unit of Public Relations must be notified as soon as possible to ensure mitigation of cancellation fees that might be charged by the service providers. Any refundable amounts or credits must be paid to the University's Office of Finance.

2. If the booking is directly cancelled by the employee for any reason, it is the employee's responsibility to cancel bookings according to the service provider's cancellation policy and related time frame.
3. In case of extra costs charged due to the change or cancellation, the Office of Human Resources shall decide upon charging the employee or waiving the charge, depending on each case.

Business Travel Duration

1. The exact duration of the business travel shall be decided in accordance with the duration of the event and given the nature and business need for the assignment.
2. For long travel flights where the flying hours are equal to or more than (7) seven hours for any of the travel sectors, the employee is eligible for (2) two working days off; regardless of the travel timing. For flights with flying hours less than (7) seven hours for any of the travel sectors, the employee shall be eligible for (1) one working day off. These days shall be utilized for the travel timing, travel preparations or resting, and shall be counted in the calculation of the per diem amount.
3. Several business travel requests can be combined together when deemed necessary and subject to the approval of the line manager and the Cabinet member to whom the college/office reports. In this case, the number of days off that the employee is eligible for shouldn't be duplicated.
4. Combining business and personal travel is acceptable, subject to the line manager's approval, and provided that any incremental cost of the personal travel is incurred by the employee, including any travel arrangements or extra fees/charges due to the changes of the ticket or hotel bookings.

Local Land Transportation

1. All employees (individuals or groups) are encouraged to use the University transportation services in all business-related matters.
2. The Transportation Unit, in coordination with the Unit of Public Relations, may insource or outsource the service as deemed necessary to satisfy the needs of the employee. If the transportation service is not available, the University may reimburse employees for using their own cars, through the Office of Human Resources upon prior approval of their line managers.
3. The rates to cover the personal cars' fuel/wear-and-tear are as follows:
 - a. AED 100 for trips up to 100 km total travel distance (both ways).
 - b. AED 200 for trips of more than 100 km and up to 200 km (both ways).
 - c. AED 300 for trips of 200 km or more and up to 400 km (both ways).
 - d. AED 100 for each additional 100 km over the 400 km (both ways).
4. Salik, parking fees, fuel and other similar expenses are part of the above rates and shall not be compensated separately.
5. Traffic fines are the sole responsibility of the employee while using their cars for business purpose.
6. The above doesn't apply to any employee who receives a monthly transportation allowance considering the nature of his/her job duties.

7. Employees can combine between the per diem and the local transportation, if the assignment is inside UAE.

Other Business Travel Expenses

1. Other business travel-related expenses such as registration and visa fees, where applicable, are also covered by the University once the business travel is approved by the authorized level.
2. Any major expense that is not part of the expenses covered by the per diem rate, but is directly related to the business assignment, can be claimed through reimbursement. Reimbursement requests for such expenses shall be submitted to the Office of Human Resources, supported by copies of invoices/ receipts of payment.
3. If transporting equipment, tools, promotional or gift items is required, the shipping of such items should be requested by the employee at least (2) two weeks in advance. If the employee unexpectedly has to take any extra luggage due to business necessity, a reimbursement request shall be submitted.
4. Any bank charges paid by the employee shall be reimbursed.
5. The reimbursement of any additional expenses is subject to the Office of Human Resources approval, considering the nature of such an expense and its business necessity for the successful completion of the official assignment.
6. Reimbursement requests shall be disclosed and submitted along with the Business Travel Completion Form.

Standard Operating Procedures (SOPs)

1. Business travel requests can be initiated either by the employee or his/her line manager, using the Business Travel Request Form. The form shall be filled-in and signed by the employee and then forwarded for initial approval by the line manager.
2. Business travel requests must be submitted and approved at least (3) three weeks prior to the planned travel date, to allow enough time for the needed business travel arrangements to take place.
3. The request form shall be forwarded to the Office of Planning and Budget for approval, after the travel expenses are calculated and specified by the Unit of Public Relations.
4. Finally, the request shall be approved by the authorized Cabinet member to whom the college/office reports to. The research related conferences' approval process shall follow the process established in the Policy on Research Conferences.
5. The business travel purpose and how it serves the strategic vision of the University must be clearly mentioned on the request form.
6. All relevant supporting documents shall be attached to the request form, including: invitation letter, conference/workshop/training program details, meeting confirmation/ schedule and any other relevant information.
7. Once the request is approved by the authorized level, the employee shall contact the related offices to initiate all arrangements, including ticket/ hotel bookings, visa application and registration (if applicable) and per diem advance payment.

8. Upon completion of the business travel, the employee shall fill in the Business Travel Completion Form and forward it to the Office of Human Resources, after getting it approved by the line manager.
9. Relevant travel supporting documents must be submitted by the employee along with the Business Travel Completion Form. Due to the digitization of most travel-related procedures (i.e. e-gate, ID automated pass doors, e-boarding pass), any relevant e- document shall be acceptable as travel evidence.
10. Relevant documents may include: electronic/ scanned copy of the boarding pass, evidence of stay at the hotel, certificate of participation/ attendance, or any other kind of evidence that is acceptable by the Office of Human Resources.
11. All processes involved in the business travel are completely paperless; using electronic forms and exchanging any supporting documents electronically. Copies of such original invoices, receipts and any other supporting documents shall be scanned and sent by email to intended recipients. The original documents shall be forwarded to the Office of Finance.
12. Both Business Travel Request and Completion forms are available on the public folder under "Human Resources/ Business Travel".

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.
6. Ajman University reserves the right to make changes to its policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees one day after posting the updated policy on the website, or sending the updated version by email. The employee shall comply with the updated policy since its effective date.

Appendix A: Per Diem Rates Grouping by Country

Cost Group*	Country Grouping
Group A	Afghanistan, Benin, Burkina Faso, Burundi, Central African Republic, Chad, Comoros, Congo, Eritrea, Ethiopia, Gambia, Guinea, Haiti, North Korea, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Niger, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Syrian Arab Republic, Tajikistan, Tanzania, Togo, Uganda, Yemen, Zimbabwe.

Cost Group*	Country Grouping
Group B	Angola, Bangladesh, Bolivia, Cabo Verde, Cambodia, Cameroon, Côte d'Ivoire, Djibouti, Egypt, El Salvador, Georgia, Ghana, Honduras, India, Indonesia, Kenya, Kiribati, Kosovo, Kyrgyz Republic, Lao PDR, Lesotho, Mauritania, Micronesia, Moldova, Mongolia, Morocco, Myanmar, Nicaragua, Nigeria, Pakistan, Palestine, Papua New Guinea, Philippines, São Tomé and Príncipe, Sri Lanka, Sudan, Swaziland, Timor-Leste, Tunisia, Ukraine, Uzbekistan, Vanuatu, Vietnam, Zambia.
Group C	Albania, Algeria, Armenia, Azerbaijan, Belarus, Belize, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, China, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, Equatorial Guinea, Fiji, Gabon, Grenada, Guatemala, Guyana, Iran, Iraq, Jamaica, Jordan, Kazakhstan, Lebanon, Libya, Macedonia, Malaysia, Maldives, Marshall Islands, Mauritius, Mexico, Montenegro, Namibia, Nauru, Paraguay, Peru, Romania, Russia, Samoa, Serbia, South Africa, St. Lucia, St. Vincent and the Grenadines, Suriname, Thailand, Tonga, Turkey, Turkmenistan, Tuvalu, Venezuela.
Group D	Andorra, Antigua and Barbuda, Argentina, Australia, Austria, Bahamas, Bahrain, Barbados, Belgium, Brunei Darussalam, Canada, Chile, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, South Korea, Kuwait, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, Netherlands, New Zealand, Norway, Oman, Palau, Panama, Poland, Portugal, Qatar, San Marino, Saudi Arabia, Seychelles, Singapore, Slovakia, Slovenia, Spain, St. Kitts and Nevis, Sweden, Switzerland, Trinidad and Tobago, United Kingdom, United States, Uruguay.

* The grouping of countries follows the World Bank List of Economies Report of June-2018, which categorizes all countries in terms of income levels as low, lower-middle, upper-middle, and high-income countries.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	06/21/2023	New policy - This policy is established to set guidelines and SOPs applied to AU employees when participating in business-related assignments inside or outside UAE.	Office of Human Resources

Non-Discrimination Policy

Policy Owner	The Cabinet	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Purpose

Ajman University, in keeping with its values and in following the UAE Law No. 2 of 2015 against Discrimination, is committed to providing and promoting to all members of its community a safe educational environment that is free from discrimination and harassment. This policy applies to all members of AU community including administrators, faculty, students, and staff.

Definition

Discrimination, with the inclusion of harassment, is defined as treating or showing preference to a specific individual or a group of individuals based on nationality, sex, age, religious belief, race, color, or marital status; in matters of educational programs, recruitment, promotion, or access to institutional services.

Statement

- Ajman University, in accordance with UAE tradition and its core values, is committed to providing and fostering an environment that is free from discrimination and harassment, and which inspires tolerance and respect, as well as promotes diversity and transparency amongst its staff and students.
- Ajman University does not discriminate on the basis of nationality, sex, age, religious belief, race, color, or marital status. Hence, it is the policy of the University, with the commitment of its senior management, to prevent and not tolerate any unlawful or unfair discrimination in any matters related to admission, recruitment, or access to education programs or services. The policy warrants equal treatment and opportunity for staff and student (particularly students of Determination) in a multicultural environment such as the one in UAE where people from all over the world come to work, live and study.
- The University uphold a continuous commitment to take the necessary actions to advance its values of equality and diversity. It is the responsibility of senior management to champion this commitment and enforce it. University officials, deans and managers have therefore the responsibility to support the policy by ensuring impartiality and fairness in all their operations, and consequently promote a culture that is free from discrimination and harassment.
- Any member of AU community, who has witnessed or has been the subject of any type of discrimination and wishes to see it pursued and resolved, should report the incident through the applied university grievance procedures. Complaints for alleged discrimination are taken seriously, and the University will take swift action to correct (when proven correct) its discriminatory consequences and avoid future recurrences. Discrimination incidents are reported using the following protocol:
 - a. **Faculty** can use the “Faculty Grievance Procedure” to formally raise their complaints.
 - b. **Staff** can raise their complaint by using the “Staff Grievance/complaint Procedure”.

- c. **Students** can formally submit their complaints through the “Student Grievance Procedure”, using the Student Grievance Form provided in the Student Handbook.

Document History			
Version	Date	Update Information	Author/ Reviewer
V 1.0	03/11/2019	New policy	The Cabinet
V1.1	03/09/2021	The Academic Freedom section has been removed and developed into a new policy.	OIPE
V1.2	26/04/2023	Minor update – made reference of the Student Grievance Form	OIPE

Conflict of Interest Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Purpose

The purpose of this policy is to establish guidelines for conflicts of interest or commitment that might arise in the course of AU employees' duties and external activities. This policy does not seek to unreasonably limit any external familial and social networking, external activities, but instead seeks to emphasize the need to disclose conflicts and potential conflicts of interest and commitment, to manage such conflicts and to ensure that the University's interests are not compromised. Hence, it is the responsibility of each individual (i.e.: faculty, staff member, or student employee acting on behalf of the University) to comply with legal and regulatory requirements associated with the job.

Scope

This Policy is applicable to all employees.

Statement

The University is committed to the highest standards of ethical behavior and strives to achieve an environment in which research and learning is accomplished with openness, honesty and respect. Each employee in AU owes primary professional responsibility to the University and must avoid any familial relationships, outside obligations, financial interests, or employment that can affect the objectivity of decisions as a member of the University community.

A conflict of interest is a situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity. All members of AU community must ensure that no conflict of interest exist, by avoiding actions or engagements that are in conflict with their position, or might impair their ability to make objective and fair decisions when performing their obligations to the institution or its well-being.

Unless approved, after consultation, by the proper authority within the University, it is advisable that AU community members avoid potential conflict of interest and staff members are encouraged to bring to the attention of their direct supervisors or higher management inquiries related to possible conflict of interest for possible action. The following actions and conditions are specifically prohibited, but are not intended to enumerate all actions or situations, which might be avoided:

- Situations where a financial or other consideration may compromise or appear to compromise their ability to carry out their responsibilities to the University.
- Situation where community members place themselves in a position where they could use their professional influence to create benefits for their private interests or to give improper advantage to others.
- Situation where a staff member has a significant interest in, or a consulting arrangement with, a private business.
- Situation where a faculty member undertakes consultancy work without prior approval from the University.

- e. Situation where a faculty member accepts activities that compete, or have the potential to compete, with Ajman University in areas that are part of the faculty member's University Responsibilities, without prior approval from the University.
- f. Situation where a faculty member teaches for another educational, without prior approval from the University.
- g. Authorize the purchase of equipment, supplies or services from a source in which they or their family members have a substantial interest.
- h. Borrows from, or lends money to, individuals representing organizations with which business dealings are conducted.
- i. Accept advances or other personal payments or gifts or entertainment, from any company or firm or any person acting directly or indirectly for any company or firm which has transactions with AU.
- j. Hire any member of their immediate family as an employee or consultant for any project supported by funds administered through the University.
- k. Have a family member directly supervising another family member.

Miscellaneous

- This policy supersedes any other old related policies, procedures, minutes of the meeting, manuals, handbooks, and bylaws. The Office of HR is responsible for handling any issues that might arise and are not covered in this policy, and escalated it to the Chief Operating Officer who shall raise recommendations to the Chancellor for a final decision.
- In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
- In case of conflict between the contract and the Policy, the contract prevails.
- Any exceptions to this policy must be well justified and escalated to the Chief Operating Officer who shall raise recommendations to the Chancellor for a final decision.
- Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees one day after posting the updated Policy on the website, or sending the updated version by email. The employee shall comply with the updated Policy since its effective date.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.1	24/10/2012	Minor change	Vice -President
V 2.0	11/12/2018	New policy	Human Resources Manager
V 2.1	02/09/2021	Updated the faculty member related conflict of interest and added the Miscellaneous section	Human Resources Manager
V 2.2	12/11/2024	The policy was reviewed and renewed without changes.	Office of Human Resources

Faculty Disciplinary Policy

Policy Owner	Office of the Chancellor	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	June 2022
		Next Review Date	June 2025

Ajman University expects all its faculty members to abide by the highest standards of professional ethics and academic honesty in all their activities conducted inside or outside the University campus. In the case of a serious violation of these standards or misconduct, a faculty member may face disciplinary charges and a disciplinary action can be taken against him under the specified procedure, as explained in this document.

Purpose

- To ensure that faculty and professional staff follow the highest standards of professional ethics and act as role models for students.
- To promote academic honesty.
- To elaborate acts of misconduct that may result in some disciplinary action.
- To describe the procedure for disciplinary action.

Statement

AU expects its faculty members to adhere to the generally accepted rules of honesty, good conduct, and fair practice. They are required to perform their duties to the best of their abilities, abide by all laws and regulations, and refrain from any activities that can harm the University's reputation.

In case of misconduct or serious violation of the University's rules and regulations, a faculty member or professional staff may face disciplinary charges.

The rules of this Policy shall apply to all violations, and whether occurred on campus or during all University-sponsored events or activities. This Policy shall also apply to any act that defames or dishonors the University even if committed off campus.

Academic Honesty

- Academic honesty is the pursuit of scholarly activity in an open, honest and responsible manner. Academic honesty is a basic guiding principle for all academic activities at the University, and all members of the University community are expected to act in accordance with this principle.
- Academic honesty includes a commitment not to engage in or tolerate acts of falsification, misrepresentation or deception. Such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others.

Misconduct

The University expects its faculty members to abide by all rules and regulations and conduct in the best possible manner. The University shall take appropriate disciplinary action if a faculty member or professional staff is found to be involved in a case of misconduct such as, but not limited to the following:

- a. Refusal to carry out the duties required by his/her position or refrain from abiding by the instructions under the employment contract, which are issued by the superior or the person in charge.
- b. Unauthorized distribution of literature in the work area or posting on institution property.

- c. Committing any act that might compromise an article of the contract or violate the regulations issued by the University from time to time regarding the safety and security of the computers and equipment inside the university.
- d. Racial or sexual harassment or any other form of harassment to any student, employee or visitor to the University.
- e. Absence without permission.
- f. Committing any act that might infringe an article of the contract or violate the regulations and policies issued by the University from time to time regarding safety and security.
- g. Refusal to accomplish tasks stipulated upon in the employment contract and/or the internal laws of the University.
- h. Disturbing the safety equipment, or acting in a manner that threatens the rules of safety and public health in the workplace or hindering the employees from carrying out their duties properly.
- i. Falsification of any reports, reports pertaining to absence from work, and communications or records including personnel and production records.
- j. Threatening, intimidating, coercing or interfering with any person on AU premises at any time.
- k. Gaining unauthorized access to institution records and files whether they are locked or otherwise.
- l. Theft of any property on institution premises.
- m. Submission of false certificates and documents.
- n. Professional negligence, which causes material or moral damage to the University.
- o. Intentional breaching of the internal published laws of the University.
- p. Divulging a professional secret.
- q. Any substance abuse
- r. Violation of the moral ethics of the UAE society.

Procedure

- A faculty member shall appear before a committee to be formed as per a decision from the Chancellor or his authorized representative. The committee composed of three or more members, shall investigate the facts referred to it by the Chancellor or his authorized representative.
- The committee shall conduct investigation sessions at the invitation of the Chancellor. These investigation sessions shall only be considered valid when attended by all members of the investigation committee. The recommendations of the Committee must have the concurrence of the majority. On equal terms, the Chancellor's recommendation shall be favored. However, a recommendation for contract termination shall only be issued with the agreement of all committee members.
- A penalty may only be imposed on the faculty member involved after a written investigation of not more than 30 working days – if possible – as per the University academic calendar. This investigation shall include his/her statements, and these shall be first investigated. A justification for the penalty recommendation must be furnished as well.
- The Committee shall request the presence of the faculty member for investigation, by sending him a summons at least 24 hours before the date of the enquiry session. The committee shall safeguard the confidentiality of the investigation and the dignity of the faculty member. The summoning shall be considered legal and acceptable if sent to the faculty member via the faculty provided email to the University, or via an SMS to the faculty mobile phone number registered in the University system.
- The committee shall hold investigation sessions in the presence of the faculty member under investigation and/or his/her representative. Should they both fail to appear without an acceptable excuse

and despite the invitation, the committee shall decide on his/her case in absentia as if s/he is present. The investigation shall be conducted in a confidential way. The Committee shall have the right to hear the witnesses or anyone it deems fit as and when needed, in the absence of the faculty member involved and his authorized representative.

- The faculty member referred to investigation may submit any documents, statements, or defense he/she deems fit, in Arabic and/or any foreign language. A note on these shall be recorded in the minutes of investigation.
- The faculty member referred to investigation shall have the right to sight the complaint lodged against him. The Committee shall inform him/her, at least verbally, of the contents of the statements of all those heard (without being obliged to refer to their names). He/she shall be given sufficient time to prepare his/her defense.

Post-Investigation Procedures

- On completion of investigation, the Committee shall recommend any of the following:
 1. Archive the complaint for failure to prove the violation in question.
 2. Enforce one of the disciplinary penalties included in this policy, if the violation is verified.
- The Committee's recommendations must be sufficiently justified and reflect its full awareness and understanding of all the facts raised in the investigation. The Committee shall make the recommendations in a judicious way. All Committee members shall sign out the minutes of their meetings and recommendations.
- The Committee shall refer its recommendations and full minutes of investigation to the Chancellor or his authorized representative in maximum seven working days effective from the date of completing the investigation. He shall then take the decision he deems fit.
- The Office of the Chancellor shall notify the faculty member referred to investigation of the decision taken with immediate effect. The faculty member involved is entitled to get a copy of the decision if s/he wishes.

Disciplinary Actions and Penalties

- The disciplinary measures and penalties taken or to be taken by the University shall remain separate from any criminal or civil proceedings involving the same offense filed or to be filed against him/her. The procedures and penalties shall apply even if the faculty member quits or has had his/her contract terminated for any reason whatsoever.
- The Committee shall have the right to seek help from all the University departments, units and sections in support to investigation. The Committee is also entitled to request reports from the same entities. It shall have the right to access all the documents helpful for investigation, yet without prejudice to the confidentiality of the University.
- The Committee may recommend a temporary suspension of the service of the faculty member if charged with a deliberate crime against life, property, honor, honesty or is involved in a strike.
- The suspension period shall commence on the date of the notification of the incident to the competent authorities until the issuance of a decision thereby. The faculty member shall not be entitled to his wage during this suspension period. Should a decision be issued for the non-

prosecution or the acquittal of the worker, the latter shall be reinstated and paid full wage against the suspension period.

- In all cases, the Committee may recommend a temporary suspension of the faculty member service if needed, even if the breach he is involved in is not an offense. However, the faculty member shall collect his full wage during the suspension period even if later convicted at the end of investigation.
- The disciplinary penalties that may be imposed on the faculty member have been stated in Article (102) of the labor law and their imposition is subject to the rules and procedures set out in the Labor Law. The disciplinary penalties are as follows:
 1. Warning.
 2. Fine.
 3. Suspension with reduced pay for a period not exceeding ten days.
 4. Deprivation from or deferment of periodic bonus if the University contains a system for such bonuses.
 5. Deprivation from administrative promotion unrelated to academic position.
 6. Dismissal from work without prejudice to the end of service gratuity
 7. Dismissal from work and deprivation from the total end of service gratuity or a part thereof. Such penalty shall not be inflicted for reasons other than the ones mentioned exclusively in Article 120 of the Labor Law.

Appealing Against Decision

- The faculty member may challenge the decision issued against him/her in a letter addressed to the University Chancellor or his authorized representative within maximum of seven working days, as per the University academic calendar, effective from the date of being notified orally or in writing. Otherwise, the decision shall be final and irreversible.
- The appeal shall not be accepted in form unless it is filed within the legal period and meets one or more of the following conditions:
 - a. Failure to observe the investigation procedures provided for in the University Compliance Policy.
 - b. Emergence of previously unknown evidence that may have an impact on the content of the decision.
 - c. The disproportion between the violation and disciplinary penalty.
- If the appeal form is accepted, the Chancellor or his authorized representative shall form another committee to consider it, if necessary. The Committee shall then submit its recommendation to the Chancellor or his authorized representative to take the appropriate decision, and that shall be final.
- The notification shall be considered legal and acceptable if sent to the faculty member via the email provided to him/her by the University, or via an SMS to his/her mobile phone number registered in the University system.



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.2	18/05/2019	Revised procedures and actions that can be taken against Faculty for misconduct	Vice Chancellor for Academic Affairs
V 1.3	24/06/2022	Minor change – Post-investigation decision notification of the referred faculty shall be made by the Office of the Chancellor, instead of the Office of the Vice-Chancellor for Academic Affairs.	Vice Chancellor for Academic Affairs/ Office of the Chancellor

Staff Disciplinary Policy

Policy Owner	Human Resources Manager	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Article 1: Glossary of Key Terms

The University: Ajman University.

The Chancellor: Ajman University Chancellor.

The Committee: HR Committee, Staff Disciplinary Committee or Special Investigation Committee (ad hoc Committee).

The Policy: The Staff Disciplinary Policy.

Faculty Member: An employee holding an academic rank with an employment contract, assigned a teaching load, and directly engaged in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

Adjunct Faculty Member: A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

Visiting Faculty Member (Visitor): A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

Staff Member: An employee with a full-time, part-time, or temporary employment contract, tasked with administrative, technical, or academic support duties.

Violation or offence: Any commission or omission that violates the UAE legislations, Ajman University's policies and procedures, or the Faculty Member's employment contract.

Article 2: Purpose

AU holds each of its employees responsible to maintain certain work rules and standards of conduct. This policy is intended to properly address issues in a reasonable, consistent, and effective manner, when an employee deviates from these rules and standards.

The procedures in this policy outlines the process of investigating, communicating and reaching disciplinary decisions and type of sanctions imposed. This policy also recognizes that scope of misconduct may also occur off-duty and it can be intolerable for continued employment at AU.

Article 3: Scope

The provisions of this Policy apply to all staff members. They do not apply to the three types of faculty members defined at the beginning of this policy.

They apply to any offence committed by any staff member, whether the offence has occurred on campus or during AU-sponsored events. The Policy also applies to any violation that harms the reputation or image of the University in any way, even if the act is committed off campus.

Article 4: Consideration of Complaints Referred to the Committee

The Complainant shall submit the complaint to the Office of Human Resources which in turn directly and confidentially submits it to the Chancellor. The complaint shall include all supporting facts and evidences in order to be considered valid.

The Chancellor can refer any case to the committee without any official submitted complaint.

Article 5: Committees Formation

Violations committed by staff members shall be handled by a committee formed by the Chancellor. The Chancellor can also form Special Investigation Committees (ad hoc committees), whenever necessary. The Committee shall examine the cases referred by the Chancellor or his representative, and shall submit the recommendation to him.

Violations related directly to attendance, absenteeism and performance, shall be handled by an HR Committee formed by the Chancellor. Other violations related to behavioral misconduct shall be handled by Staff Disciplinary Committee formed by the Chancellor.

Article 6: Committee Meetings and Recommendations

The Committee shall meet at the invitation of the Chairman, and its meetings shall be valid in the presence of at least three members, including the Chairman or the Vice-Chairman. The Committee's recommendations shall be issued upon the consent of the majority of the members present in the meeting, and in case the votes are equally divided, the side which the Chairman or in his absence the Vice- Chairman supports shall prevail.

The recommendation shall be written and documented, but its duration shall not exceed thirty working days - if possible. The staff against whom the complaint is filed shall be allowed to respond to all the facts attributed to him/her, and the recommendation of disciplinary action for sanction shall be justified.

Article 7: Invitation to Staff Member

The Committee shall invite the staff against whom the complaint is filed to attend the meeting where the facts will be examined in any way it deems appropriate. The Committee shall also take the necessary measures to ensure full confidentiality, and preserve the privacy and dignity of the staff. The invitation to attend the meeting shall be sent at least 24 hours in advance, and shall include the topic of the investigation.

The Committee shall hold its meetings to consider complaints referred to it in the presence of the staff concerned. In the absence of the staff twice, without reasonable excuse and despite being invited to attend the meeting, the Committee shall decide on the issue as if s/he were present. In any event, all procedures must be carried out in complete confidentiality. The Committee has the right to request the testimony of any other person deemed appropriate, whether in the presence or the absence of the staff concerned.

Article 8: Documentation of Meetings

1. The procedures for considering complaints shall be duly documented through the minutes of meetings. The staff concerned, the complainant or any interrogated person shall read their statement in the minutes of the meeting and sign all of its pages. If any of them fail to sign, their refusal shall be documented at the end of the minutes of the meeting, and their refusal does not result in the nullity of the investigation minutes or records of the meeting.
2. If the staff concerned, the complainant or any interrogated person does not speak Arabic or English, a translator (internal or External) selected by the Committee shall be assigned to provide translation services.

Article 9: Reading Complaints and Statements

The staff concerned shall read the details of the complaint filed against him/her, and the Committee shall inform him/her of the content of all the statements.

Article 10: AU Disciplinary Procedures and UAE Criminal or Civil Proceedings

The university reserves the right to take disciplinary actions against its staff, regardless of any criminal or civil proceedings that may be initiated against them.

Article 11: Committee's Power to Call on Others

The Committee shall draw on all the University colleges and offices when deemed necessary for the complaints' consideration procedures. It may also request reports from them, and have access to documents that might be beneficial.

Article 12: Staff Suspension from Duty

1. The University may suspend the staff temporarily from work for a period not exceeding (30) thirty days, in order to conduct a disciplinary investigation with him/her if the investigation interest so requires, along with suspending half the wage during the suspension period. If the investigation concluded keeping the case, non-violation or punishment of the staff by warning, the staff shall be paid the wage that was suspended during the suspension period.
2. The University may temporarily suspend the staff from work when s/he is accused of committing a crime of assault on oneself, money, or crimes related to breach of honour or trust, until a final judgment is issued by the competent judicial authority. His/her full wage shall be suspended for the suspension period. If a judgment is issued for not putting the staff into trial, s/he was acquitted for absence of felony or the investigation concluded keeping the case due to lack of evidence, s/he shall be returned to work, along with paying his full suspended wage.

Article 13: Committee's Recommendation

Having investigated the violation, the Committee may take one of the following recommendations:

1. Resolving the issue amicably in some cases.
2. Shelving the investigation:
 - 2.1. because the staff did not commit a violation; or
 - 2.2. due to lack of evidence against the staff.
3. Imposing one of the disciplinary penalties provided for in the subsequent articles if proven to be guilty.

Article 14: Submitting the Committee's Recommendation and Minutes of Meeting to the Chancellor

The Committee shall submit its recommendation and the full investigation file to the Chancellor to make the appropriate decision. The Chancellor's decision might not match the recommendation of the Committee for a justified reason.

Article 15: Disciplinary Sanctions

According to article 39 of the Federal Decree-Law n. 33/2021, Ajman University Chancellor or his representative may impose to the staff who violates the contract, Ajman Universities' policies, the provisions of this Decree-Law, its Implementing Regulation and resolutions issued for its implementation, any of the following penalties:

1. Written notice;
2. Written warning;
3. Deduction of not less than (5) five days per month from the wage;
4. Suspension from work for a period not exceeding (14) fourteen days and non-payment of wage for the suspension days;
5. Deprivation from the periodic bonus for a period not exceeding one year, when Ajman University adopts the periodic bonus system and the staff is entitled to obtain it according to the provisions of the employment contract or the Ajman University's regulations;
6. Deprivation of promotion for a period not exceeding two years;
7. Termination of service while preserving the staff's right of end of service benefits.

The committee may refer to table of penalties and sanctions approved by the Chancellor.

Article 16: Notifying the Staff of the Decision

The Office of Human Resources shall notify the concerned staff of the decision made by the Chancellor.

Article 17: Appeal a Decision

1. The staff may lodge an appeal the decision by sending a letter to the Chancellor within five working days from the date of informing him/her of the decision in writing, otherwise the decision will become final and effective.
2. The Chancellor may refer the case to a different ad-hoc committee for re-consideration if the appeal is submitted within the mentioned deadline and the staff can prove one or more of the following:
 - Failure to observe the investigation procedures provided for in the University policies.
 - Emergence of previously unknown evidence which might have influenced the decision.
 - The disciplinary penalty is not commensurate with the violation.
 - Appealing a disciplinary decision shall not lead to the aggravation of penalty against the appellant.
3. The Chancellor's decision might not match the recommendation of the ad-hoc Committee for a justified reason. His decision is final and not subject to an appeal.

Article 18: General Provisions

1. The Committee shall request anyone who has been invited to the Committee, in any capacity, to sign an independent undertaking to remain fully confidential considering the issue as a business secret. The Committee shall prepare and keep the text of the undertaking in the file.

2. Notifications sent from the University to the staff by email or by SMS registered in the University system shall be considered legal and acceptable. Notices via email will be deemed to have been delivered, received, and known by the staff one (1) calendar day after confirmed transmission.

Article 19: Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
3. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	03/04/2018	Initial policy	Office of Legal Affairs
V 1.1	19/09/2021	General amendment has been made in the policy.	Office of Legal Affairs
V 1.2	20/10/2023	This policy has been revised to align the policy provisions with the updated UAE Labour Law and clarify committee's role and proceedings.	Office of Legal Affairs
V 1.3	21/11/2023	Minor general updates	Office of Legal Affairs

Academic Freedom Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Purpose

This policy is established to recognize that a focal point of learning, and a major responsibility of a university is the critical examination of ideas and practices. Therefore, it is essential that students, faculty and staff have the academic freedom to express their views in a responsible manner.

Scope

This policy shall apply to all students, faculty and staff at Ajman University.

Policy Statement

Ajman University (AU) defines academic freedom as the right to unrestricted exposition of subjects within one's field in a responsible manner. AU supports academic freedom through a professionally responsible manner with full compliance of the laws, rules and regulations of the United Arab Emirates. This includes the right to unrestricted scholarly research and publication of findings and expression of ideas and beliefs within the limits imposed by the acknowledgment of teaching, learning and academic research activities directly related to one's discipline consistent with the relevant Code of Conduct. Consequently, the freedom to search for truth and its true exposition is essential to AU's mission to foster effective instruction, continuing scholarship, and active service to the community.

In the exercise of academic freedom, AU faculty, staff and students have an obligation to make clear that they are not representing AU or its Board. Therefore, the University cannot be held liable towards a third Party for their exercise of academic freedom. Without appropriate pre-approval, all faculty, staff and students must avoid any action which appears to commit the University to a position on any issue. They must therefore at all times strive to be accurate, exercise appropriate restraint, and respect the right of others to express their opinions. The exercise of academic freedom must be within the frame of the UAE Legislations.

Any questions or concerns with issues of intellectual or academic freedom at Ajman University should be addressed to College Dean. If the issue is not resolved, it can be raised to the Vice Chancellor's Office.

Miscellaneous

- This policy supersedes any other old related policies, procedures, minutes of the meeting, manuals, handbooks, and bylaws. The Office of the VCAA is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chancellor's final discretion.
- In case of conflict between the Arabic and English versions of the Policy, the English one prevails.

Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees one day after posting the updated Policy on the website, or sending the updated version by email. The employee shall comply with the updated Policy since its effective date.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	03/09/2021	Initial policy – extracted from the earlier Non-Discrimination Policy and updated.	Office of VCAA
V 1.1	16/09/2024	The policy has been renewed without changes.	Office of VCAA

Nepotism Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. **Faculty Member:** A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.
2. **Adjunct Faculty Member:** A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.
3. **Visiting Faculty Member (Visitor):** A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.
4. **Staff Member:** An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.
5. **Part-time Staff Member:** An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

To maintain a professional work environment at Ajman University, it is fundamental that familial relationships between community members should not, under any situation, result in a conflict of interest, bias or undue influence that may negatively affect the work interests.

This policy sets forth clear definitions of nepotism and guidelines to avoid its existence among employees. It also clarifies the procedures that shall be taken whenever an instance of nepotism arises, as well as the reporting responsibility, and defines the consequences and disciplinary actions to be taken when there's an indication of existence of such acts.

Scope

This policy applies to all existing and new employees; whether serving on a temporary, permanent, full- time or part-time basis. It applies to decisions concerning recruitment and hiring processes, promotions, supervisory relationships, evaluation and determination of remuneration and any other employment benefits.

Policy Statement

1. Previous Related Versions:

This policy supersedes any other old related policies, procedures, manuals, handbooks, and bylaws. The Office of Human Resources is responsible to deal with any issues that may arise and are not covered in this policy, and raise recommendations to the relevant authority level.

2. Nepotism Defined:

Nepotism is defined as the supervision or influence of an employee over another employee with whom s/he has a familial relationship.

3. Familial Relationships:

When evaluating whether a relationship falls within this policy or not, all employees are urged to disclose the facts if there is any doubt rather than failing to disclose in cases where a familial relationship exists or existed in the past.

A familial relationship involves a marital or other committed relationship or significant familial relationship; including -but not limited to- relationships by blood, adoption, marriage, parent, grandparent, child, sibling, cousin, uncle, aunt, nephew, niece, spouse, brother or sister in law, father or mother in law, son or daughter in law, step parent or step child, or other family member.

4. Control Measures:

Control measures are defined as the set of policies, procedures, rules, disclosures and practices adopted by the University to avoid the existence of, or mitigate the effect of nepotism. Such control measures must be regularly reviewed, monitored and approved by the relevant authority levels.

5. Authority Levels:

The Office of Human Resources shall review the case and combine all relevant information and report it to the Vice Chancellor for Academic Affairs (VCAA) if faculty members are involved, or to the Chief Operating Officer (COO) if staff members are involved, or to both if faculty and staff members are involved.

The VCAA and/or COO shall review the case and recommend to the Chancellor on investigation or further action to be taken.

6. Nepotism Avoidance Measures:

- a. Employment of staff members who have familial relationships with existing AU staff members is not allowed.
- b. No existing employee should be transferred to a position that has a direct supervisory relationship with another employee with whom a familial relationship currently exists or existed in the past.
- c. Faculty members who have familial relationships may work within the same college, provided that no supervisory relationship exists, and after satisfying the disclosure requirements.
- d. Staff members who have familial relationships should not, under any situation, work within the same college or office.
- e. Members of the Senior Management may not recommend for employment people with whom they have familial relationships.
- f. Exceptions from these rules can be granted in certain situations and subject to the following:
 - Clear justification of its necessity to satisfy the work interests.
 - A written disclosure of the nature of the familial relationship.
 - A written approval from the Chancellor.

7. Existing Familial Relationships:



- g. Familial relationships that already exist before the effective date of this policy must be reported to the Office of Human Resources by each employee being part of such relationship, using the standard disclosure form.
- h. If such a situation exists, for any reason, an immediate internal control measure shall be taken to avoid the direct supervisory relationship between related staff members, or to avoid having them working within the same office or college.
- i. Relevant corrective measures can be recommended at any time by the Office of Human Resources and get approved by the relevant authority level to avoid such situation, which may include the transfer of any concerned employee to another college or office.
- j. No existing work relationship will be allowed to be maintained between familial related employees, regardless of the positions involved, if it creates a disruption or potential disruption in the work environment, a conflict of interest or is prohibited by any legal or regulatory mandate.

8. Recruitment Process:

- k. An employee who has or has had any kind of familial relationship with an applicant to any vacant position should not take part in any aspect of the recruitment process; whether related to shortlisting, evaluation, interviews or selection processes.
- l. In these circumstances, a person must decline an invitation or nomination to serve on the search committee, participate in shortlisting processes, evaluate the candidates or to be part of the interviewing panel.
- m. An internal candidate for a vacant position should disclose any existing or previous familial relationship with any existing employee at the college or office in which this position is to be filled.
- n. An external applicant for any vacant position should disclose any existing or previous familial relationship with any existing employee at the University, whether or not there is a direct supervisory relationship with the position s/he's being recruited for.

9. Disclosure Responsibility:

- o. Deans, directors and managers of colleges and offices are completely responsible to report any incident of nepotism to the Office of Human Resources.
- p. Existing employees who have current or previous familial relationships are required to disclose such relationships to the Office of Human Resources, whether they are working within the same office/ college or have a direct supervisory relationship or not.
- q. Existing employees are responsible to disclose any change in relationship that may create a familial relationship with other existing employees (i.e. marriage). This must be reported to the Office of Human Resources in writing.
- r. Applicants for vacant positions are completely responsible to disclose any familial relationship when applying for any position.

10. Non-Compliance Penalties:

- s. All employees must ensure full compliance to all terms of this policy.
- t. Failure to disclose familial relationships by any employee will be subject to an investigation with any employee being part of such a relationship.

- u. Based on feedback from the line manager, colleagues or from general observation, the Chancellor has the right to forward any of such cases to the relevant disciplinary committee (i.e. faculty or staff) to conduct a full investigation.
- v. According to the findings and recommendations of the disciplinary committee, penalties can be taken against any employee, which may include termination of services.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2019	Initial Policy	Human Resources Director
V 1.1	01/09/2022	The policy was reviewed and no changes were made.	Human Resources Manager
V 2.0	21/06/2023	This policy is established to set forth clear definitions of nepotism and guidelines to avoid its existence among employees.	Human Resources Director

Employee Code of Conduct Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Statement of Purpose

Ajman University's intent in establishing this "Employee Code of Conduct" is to promote ethics, honesty and professionalism within all the levels of the University and amongst all its employees. AU believes in being an integrated institution where the action of every employee affects the entire institution and its reputation. Every employee is obligated to strive for the extension of the University's interests within legal limits, and is responsible for preventing damages or loss of the University's interests. AU expects all employees to abide by this Code in carrying out their duties and functions so as to preserve trust and to ensure the institution's sustainable growth and development.

Our Commitment

AU is a community of well-trained and highly motivated men and women. All employees are committed to the ethical treatment of all stakeholders. As an institution, we are committed to honesty, integrity, fairness, provision of a safe and healthy work environment and respect the dignity of everyone.

AU strictly prohibits any form of modern slavery, including forced labor, human trafficking, and child labor, within the institution. Faculty members and staff are expected to support and adhere to these principles, ensuring that their teaching, research, administrative, and operational practices do not contribute to or condone any form of modern slavery. The University will take immediate and appropriate action in response to any reported violations, ensuring full compliance with national and international laws aimed at eradicating modern slavery.

Core Values

Employees should reflect the core values of AU in all activities and across all levels. They should advance the core values of AU service excellence, integrity, inclusiveness, social responsibility and innovation; reflect the high standards of competence and ethical conduct; be honest, forthright, impartial, and willing to serve with loyalty.

- a. Excellence: All AU activities are conducted with strong emphasis on international quality standards.
- b. Integrity: AU adheres to the principles of honesty, trustworthiness, reliability, transparency and accountability.
- c. Inclusiveness: AU embraces shared governance, inspires tolerance, and promotes diversity.
- d. Social Responsibility: AU promotes community engagement, environmental sustainability, and global citizenship. It also promotes awareness of, and support for, the needs and challenges of the local and global communities.
- e. Innovation: AU supports creative activities that approach challenges and issues from multiple perspectives in order to find solutions and advance knowledge.

Objectives

- a. To promote acceptable behaviors.
- b. To promote high work standards and ethics.
- c. To provide a benchmark for community members to use for self-evaluation.
- d. To establish a framework for professional behavior and responsibilities

Scope

This policy is applicable to all AU employees.

Office Decorum

Office decorum is about conducting oneself respectfully and courteously in the workplace. All employees are representatives of the institution and are expected to be courteous while attending to students, visitors, vendors, and on official phone calls.

Official Mobile/Phone Usage

Any local, country-wide or international dialing facilities will be selected based on approvals to those who are required to make official calls on regular basis. This facility is intended to be used only for official purposes and employees are discouraged to provide office numbers to other agencies related to personal matters. Engaging the phone lines for long durations and utilizing the office phones for personal work shall be avoided.

While employees can bring their personal mobile phones inside the University premises, they are to be used in a manner that does not create disturbance to others. Engaging in personal calls using mobile phones for long time during office hours shall be avoided.

Official Internet Usage

Internet access and the use of e-mail have a limited official purpose. The term "official purpose" includes use of the access by employees for their learning and development activities and facilitation of official information sharing. An employee shall not download and share the official internal and confidential documents available in the official shared folders or office intranet to any unauthorized person/agency.

Employees may access certain blocked sites with written permission if appropriate and necessary for official, educational and business purposes.

Dress Code

All employees are expected to present a professional, business like image to clients, visitors, customers and the public.

Employees are advised to get dressed in a conservative way with full respect to the cultural and religious traditions of the United Arab Emirates. Casual wear (like bermuda shorts, slippers and dresses with prints of abusive language/pictures) must be avoided at all times.

University Property

All employees are responsible for the maintenance and accountability of all University property owned or rented. Any damage to equipment, accessories, tools or other assets of the University would be considered as negligence and may be dealt with appropriate disciplinary action.

Promote a Positive Work Environment

All employees deserve a work place where they feel respected, satisfied, and appreciated. All employees shall pledge to conduct themselves in a moral, ethical, and beneficial manner in all aspects of their business activities. Following are few guidelines:

A. MUTUAL RESPECT

At AU, we emphasize teamwork, dignity, mutual respect and we encourage all interactions to be fair and courteous. Respectful behavior includes acts such as treating stakeholders with courtesy and honor, having an open mind by listening and acknowledging different opinions, and respecting the dignity, privacy and freedom of all.

B. RESPONSIBILITY

All AU employees have a responsibility to students, clients, vendors, co-workers, business partners, the whole institution and themselves. Responsibilities include providing timely and high-quality services, working collaboratively and meeting all performance expectations.

Employees are also expected to ensure that their actions comply with and are within the meaning and intent of all applicable laws and regulations. They must also ensure that their actions have no unfavorable effects on the society. Furthermore, they shall report any suspected incidents of modern slavery to the appropriate University authorities promptly.

C. TRUSTWORTHINESS

AU employees must maintain mutual trust and confidence in all their relationships; with AU's students, co-workers, supervisors and clients. Employees shall behave in a manner that sustains the other stakeholders' trust and reinforces the reputation of the University.

D. WORKING WITH COLLEAGUES

The tenets of the Code of Ethics are based on shared values and shared responsibility to uphold them. We have an obligation to exercise fairness in dealing with others and to provide support and assistance when required. This can happen by giving proper credit to other's contributions, giving and accepting other's professional criticism, and competing fairly.

E. WORKING WITH OTHER STAKEHOLDERS

It is of vital importance that all AU employees abide by the highest ethical standards when dealing or interacting with other stakeholders. Doing so ensures that AU not only provides services of the highest quality, but also creates a business environment that reflects its fundamental beliefs including integrity, confidentiality and responsibility.

Misconduct and Disciplinary Action

- A. The University shall take appropriate disciplinary action if an employee is found to be involved in a case of misconduct such as, but not limited to the following:
 - a. Refusal to carry out the duties required by his/her position or refrain from abiding by the instructions stipulated under the employment contract, which are issued by the line manager.
 - b. Unauthorized distribution of literature in the work area or posting on institution property.
 - c. Racial or sexual harassment or any other form of harassment to any student, employee or visitor to the University.
 - d. Absence without permission.
 - e. Committing any act that might infringe an article of the contract or violate the regulations and policies issued by the University from time to time regarding safety and security.
 - f. Disturbing the safety equipment, or acting in a manner that threatens the rules of safety and public health in the workplace or hindering the employees from carrying out their duties properly.
 - g. Falsification of any reports, reports pertaining to absence from work, and communications or records including personnel and production records.

- h. Threatening, intimidating, coercing or interfering with any person on AU premises at any time.
 - i. Gaining unauthorized access to institution records and files whether they are locked or otherwise.
 - j. Theft of any property on institution premises.
 - k. Submission of false certificates and documents.
 - l. Professional negligence, which causes material or moral damage to the University.
 - m. Intentional breaching of the internal published policies and regulation of the University.
 - n. Divulging a professional secret.
 - o. Any substance abuse.
 - p. Offence or violation of the moral ethics of the UAE society.
- B. Employee misconduct cases shall be dealt in accordance with the Disciplinary or Accountability Policies at AU.

No Retaliation

This policy prohibits retaliation, harassment, or other adverse action due to making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected by UAE Labor Law.

Multiculture

AU values and respects its rich multicultural heritage. The University wholeheartedly engages in cultivating an understanding and mutual acceptance of cultural diversity existing amongst its community members. Multicultural environment demands that AU community members use empathy and intuition to understand the other's point of view, seek the common ground, and also understand there are many cultures within any given culture. AU community members also support an environment free from favoritism, bias, fear, coercion, discrimination or harassment.

Preventing Harassment

AU is committed to ensure that the work environment is conducive to fair, safe and harmonious relations between employees. Discrimination and harassment of any type are strictly prohibited. Violations of this policy will not be tolerated. Behavior that targets another, because of his or her background, language, religion, gender, age, national origin, marital status, political views or disability should not be tolerated. Such verbal or physical conduct that unreasonably disrupts another student/co-worker in his or her work is considered as harassment. All employees have the right to be free from improper or offensive conduct at work.

- A. Conduct constitutes harassment in some cases, including but not limited to when:
- a. It has the purpose or effect of creating an intimidating, hostile or offensive working environment.
 - b. It has the purpose or effect of unreasonably interfering with an individual's work performance.
 - c. It is otherwise adversely affecting an individual's employment.

- B. A complaint or report of harassment will be immediately investigated and appropriate action will be taken against the offending employee(s). Such action will depend on the nature and seriousness of the offense and will include strict disciplinary action including termination of service.

Steer Clear of Conflicts of Interest

1. Playing favorites or having conflicts of interest - in practice or in appearance – is against the fair treatment to which all AU employees are entitled to. Employees must avoid any relationship, influence, or activity that might impair, or even appear to impair, their ability to make objective and fair decisions when performing their job. When in doubt, they should share the facts of the situation with their supervisor.
2. A conflict of interest can arise in day to day transactions such as with suppliers, clients, banks, insurance companies, and people in other institutions with whom we deal and make agreements.
3. The following actions and conditions are specifically prohibited, but are not intended to enumerate all actions or situations which might be avoided:
 - a. Working for any of the groups mentioned above and others for personal gain.
 - b. Employee should not have any direct interest in any company or institution that is considered a competitor to AU, supplier or buyer of any products or services.
 - c. Borrowing from, or lending money to, individuals representing institutions with which business dealings are conducted.
 - d. An employee should not borrow money or accept advances or other personal payments, gifts or entertainment from any company or firm (or any person acting directly or indirectly for any company or firm), which has transactions or any type of business relations with AU, as described above.
 - e. Any situation involving a possible conflict of interest, which arises in relation to the above outlined policies, must be brought to the attention of the employee's line manager for possible action.

Inappropriate Employee Relationships:

Conflicts of interest, favouritism, and an unprofessional environment may result from inappropriate relationships at workplace. When one employee has authority over another, such as in a supervisor-subordinate relationship, the possibility of conflicts of interest and favouritism can be very harmful.

- AU forbids any inappropriate relationships between employees that can lead to conflicts of interest, favouritism, or an unprofessional environment.
- Punitive measures, including termination of employment, may be taken against employees who participate in inappropriate interactions.
- AU encourages all employees to report any inappropriate behaviour without fear of retaliation.
- All AU employees are expected to conduct themselves in a professional and respectful manner.

AU understands that workplace relationships can sometimes develop, and we do not intend to prohibit all relationships between employees. However, it is important that all employees understand the potential risks and consequences of engaging in inappropriate relationships.

Work Safely: Protect Yourself & Your Fellow Employees

AU is committed to providing a drug-free, safe, and healthy work environment. Each employee is responsible for:

- a. Compliance with environmental health, and safety laws, regulations, and related University policies (EHS Policy).
- b. Observing posted warnings and regulations.
- c. Reporting immediately to the appropriate management any accident or injury sustained on the job, or any environmental or safety concern they may have.

Anti-Bribery and Corruption

1. AU conducts its business in a legal and ethical manner. University officers, employees, other members of the University and any other associated person acting on the University's behalf are responsible for acting honestly and with integrity by ensuring that their activities, interests and behaviors do not conflict with these obligations, regardless of their seniority. Employees must understand and strictly comply with all UAE legislations including but not limited to the UAE Labor law and its amendments. This requires that all employees shall not either directly or indirectly:
 - a. Offer, give, solicit or accept any bribe, either in cash or any other form of inducement, to or from any person or company, wherever they are located and whether they are a public official or body, or private person or company.
 - b. Gain or retain any commercial, contractual or regulatory advantage through unethical or illegal means when conducting business on behalf of the University or its subsidiaries.
2. This applies to all of the University's activities and operations and to all of its dealings and negotiations with any person including third parties in all countries in which its employees, agents, partners and associates operate. All employees and individuals working on behalf of, under contract from or in collaboration with any part of the University or with its employees are required to comply with this policy.
3. The University has a zero-tolerance approach to bribery and corruption and as such, all forms of bribery and corruption are prohibited. A bribe does not actually have to take place – just promising to give or agreeing to receive a bribe is prohibited. The University will address risks of bribery by ensuring adequate and proportionate measures are developed and implemented to mitigate them.
4. The University will not engage, or continue business with, any individual or third party who we know or reasonably suspect of engaging in bribery or corruption.
5. No employee or associated person will suffer penalty or other adverse consequences for refusing to pay bribes even if a refusal may result in loss of business or a delay in proceedings. The prevention, detection and reporting of bribery are the responsibility of all employees. They should raise any concerns or allegations of bribery or corrupt activity to their line manager or report any such concerns to AU Cabinet members.

6. The University will ensure it takes appropriate action in response to any reported incidents of bribery or corruption. Failure to comply with this policy will lead to disciplinary action and proven allegations will lead to disciplinary action resulting in dismissal. In relevant cases, the police will be informed as certain offences carry criminal liability for individuals concerned and sanctions include significant fines and/or imprisonment.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	15/09/2013	Policy set-up to meet CAA requirement	Human Resources Director
V 2.0	27/07/2017	New policy with giving clearer direction and guidance	Human Resources Manager
V2.1	01/09/2021	Inclusion of Anti-Bribery and Corruption section	Human Resources Manager
V2.2	21/06/2023	This policy has been updated to avoid duplication between policies, as well as a section of inappropriate relationships has been added as per CAA requirements.	Human Resources Manager
V2.3	06/08/2024	This policy has been updated to also cover modern slavery in AU's commitment.	Human Resources Director

Virtual Meetings Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. **Faculty Member:** A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.
2. **Adjunct Faculty Member:** A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.
3. **Visiting Faculty Member (Visitor):** A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.
4. **Staff Member:** An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.
5. **Part-time Staff Member:** An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

This policy aims to formalize the guidelines, rules, and protocols that must be followed during virtual meetings in order to improve the professional working environment and ensure effective collaboration among various stakeholders.

Scope

This policy applies to all employees of AU when conducting virtual business meetings that include AU community members; whether internal or external stakeholders.

Policy Statement

To ensure that virtual meetings are used as an effective collaboration tool among various AU stakeholders, all participants must adhere to certain guidelines, protocols, rules and procedures before, during, and after all virtual meetings.

Procedures

The virtual meeting procedures include the following:

A. Preparations for the Meeting

In order to prepare for the meeting, the meeting host/organizer must arrange the following:

1. Meeting attendees are invited to sign up for a calendar event.
2. Provide a link to the meeting through the online meeting platform (i.e. Zoom, Microsoft Teams).
3. The ID and passcode for the meeting (if required).
4. Agenda, purpose of the meeting and main discussion topic(s).

B. During the Virtual Meeting

1. Attendees should make sure they have a clean and work-appropriate background in order to stay focused and avoid distracting others.
2. Attendees are expected to follow the official dress code during virtual meetings, just as they would during face-to-face meetings.
3. Attendees must secure a private meeting location that supports the privacy of any confidential information that may be discussed during the meeting.
4. If there is a background noise during the meeting, the attendee should mute her/his microphone until the situation is resolved.
5. In all cases, attendees must mute their microphones during the meeting unless they are required to speak, answer a question, or start a discussion as outlined in the meeting agenda.
6. Attendees should avoid interrupting the speaker. They should find an appropriate time to participate in the discussion.
7. In order to maintain an effective discussion, attendees should limit distractions during the meeting, such as interacting with others, handling other work duties, or making phone calls.
8. If an attendee needs to make or respond to an important phone call or other important matter, she/he should notify others, preferably through the chat box to avoid interrupting the discussion, and make sure the microphone is muted.
9. If attendees are located in a shared office/workstation area, they must use headsets or earphones to avoid disturbing their co-workers. This will also improve sound quality while maintaining confidentiality.

C. Use of Web Cameras

1. All attendees are required to turn on their web cameras for the duration of the meeting, whether they are on campus or remotely. However, an exception can be given by the meeting host.
2. When attending a meeting while on official leave, an attendee has the option to turn off the camera.
3. The camera can be turned off by a virtual meeting organizer/rapporteur who is not directly involved in the discussions.
4. To ensure effective interaction with others during the meeting, attendees should position their web cameras at eye level.

D. Recording of Virtual Meetings

The recording feature of virtual meetings can be used to keep a useful reference for official discussions, actions, and deadlines, as well as to allow authorized persons who were unable to attend the meeting to watch the recording later. It can also assist the meeting organizer/rapporteur in writing meeting minutes. However, certain rules must be followed when using this feature:

1. Meetings may not be recorded on any digital device unless the attendees are notified and their consent is obtained prior to the recording.
2. When enabling the recording feature or joining the meeting, each participant usually receives an automatic recording notification. If this is not technically possible, the meeting organizer/host must notify all attendees before turning on the recording feature.
3. Attendees who have a valid reason not to use the recording feature, or who do not accept it may choose to leave the meeting.
4. The recording shall be kept solely by the meeting host.
5. After clarifying the need, any meeting participant has the right to request access to the recording from the meeting host. The meeting host may deny the request if it is not reasonably justified.
6. The recordings are only used for official purposes.
7. It is strictly not allowed to share the recordings with unauthorized individuals. In addition, attendees are strictly not allowed to take photos or record videos using any personal device during the virtual meeting. This may result in disciplinary action being taken against the employee in accordance with the applicable policies and procedures.

E. General Considerations

1. Meetings should be brief and focused on the main points of discussion. The meeting host should manage time effectively to avoid exceeding the meeting's scheduled duration, which may interfere with other attendees' scheduled commitments.
2. Attendees should be given clear instructions on how to join the meeting, such as the weblink and any access codes that may be required. The meeting organizer must provide these details in advance to all attendees.
3. If the meeting will have several discussion topics, the agenda should be distributed along with the meeting invitation.
4. Actions, deadlines, and responsible parties should all be specified.
5. While it is difficult to simply listen online for an extended period of time, the meeting host is expected to engage attendees on a regular basis by encouraging feedback, asking questions, or using other tools such as chat or polls.
6. When there are a large number of people present, it is preferable to use the hands up or chat features to organize who speaks next and allow everyone to contribute.
7. In the event of poor connectivity or other technical issues, the meeting host will decide whether to continue the meeting or exit/postpone it.
8. Meetings where important topics are discussed, actions and deadlines may be required; minutes of meeting shall be produced and distributed to all attendees following the meeting.
9. It is strongly advised to keep minutes of all meetings for official use and future reference.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2020	New policy	Human Resources Manager/ COO
V 1.1	21/06/2023	This policy has been updated with general improvements and refining of language.	Human Resources Director

Diversity, Equity and Inclusion Policy

Policy Owner	Office of the Chancellor	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	January 2023
		Next Review Date	January 2026

Purpose

Ajman University (AU) adopts an environment that fosters diversity, equity and inclusion in accordance with its principles, mission and core values. The University is fully aware of its responsibility towards the increasing diversity in society through its programs and practices, and to contribute to public good. One of its core values, in particular, confirms commitment of AU to diversity, equity and inclusion. This is also in accordance with the laws of the United Arab Emirates that ban discrimination and hostility based on cast, religion, or ethnic background. In addition, there are rules protecting the rights of self-reliant individuals (those with special needs) and legislation requiring equal rights for women. Moreover, tolerance is celebrated in the UAE as there is a Ministry of Tolerance and Coexistence. As such, AU recognizes and acknowledges its responsibility in ensuring the provision of equal opportunity under UAE legislation.

Scope

This policy applies to all members of AU community including faculty, staff and students.

Definitions

Diversity: Diversity is expressed in a wide variety of ways, such as differences in race and ethnicity, gender, socio-economic status, language and culture, national origin, religious commitments, age, disability, marital status, and parental status, etc.

Equity: Everyone, irrespective of their color, ethnicity, gender, ability, financial situation, other intersectional background, has an equal opportunity to achieve their goals. Achieving equity implies providing people with the resources they require based on where they are beginning from. It also implies fairness and justice.

Inclusion: AU campus will be a place where everyone is valued for who they are, where their ideas and experiences are heard and respected, and where they feel safe expressing themselves openly within the political and cultural sentiments of UAE.

Policy Statements

- Ajman University (AU) shall actively seek and support the success of diverse student populations and prepare all students to learn and professionally develop themselves; enabling them to realize their potential through higher education.
- The academic programs offered by the University are reflective of the goals of the diverse student populations, including students of varying socio-economic backgrounds.

- The University will promote and establish a climate of respect for a diversity of backgrounds, ideas, and perspectives, and where all stakeholders shall deal honestly and constructively with issues of equity and inclusion.
- Ajman University embraces shared governance and tolerance, promotes diversity and recognizes its responsibility to foster an open, welcoming environment where multicultural students, faculty and staff can collaboratively learn, work, serve and engage with the external community. AU values and takes pride of the academic, social, and broader community benefits that arise from cultural diversity, equity, inclusion and accountability. Diversity cultivates AU community and is a vital component that drives institutional success and fulfillment of the University's mission and core values. AU commits to engaging in ongoing efforts to thoughtfully adapt to the changing realities of increasingly interconnected world. Furthermore, AU endeavors to work together to address the challenges of the future by eliminating barriers to success and promoting a culture of compassion, inclusivity and mutual respect. The proficiencies gained through diverse experiences prepare students, faculty and staff to personally and professionally thrive as global citizens.
- To increase the number of female faculty and staff members for equity reasons, and to promote diversity, preferences will be given to females for any future hiring in the academic/administrative leadership in case of having equally-qualified candidates.
- AU provides a fair and equitable workplace and offers all individuals full opportunity to develop their potential. Accordingly, AU will identify and eliminate any discriminatory barriers, and shall advance the interests of all individuals regardless of their differences to ensure that fair and equal opportunity is afforded to all who seek employment at the University.
- AU's success is built on a diverse, respectful and inclusive workplace. We seek employees who enhance our work environment, who are committed to upholding AU values and who believe a workplace should be welcoming and inclusive for everyone. We encourage diversity in our workforce because we understand that different backgrounds, abilities, and perspectives will help keep us innovative and dynamic.
- AU provides a fair and equitable learning environment and offers all students with full opportunity to develop their potential. Accordingly, AU will identify and eliminate any discriminatory barriers that interfere with learning opportunities in all colleges and at all levels throughout the University. Prospective applicants will be provided equitable opportunity on being selected regardless of their gender, ethnic, religious, educational, background. Both current and prospective students will receive equitable treatment in learning, practicing and training. AU is committed to supporting students in their learning environment in collaboration with its Student Success Centre, Counselling Unit, and Office of Scholarship & Financial Aid in accordance with the policies.
- AU embraces open, inclusive and equitable access to opportunities for learning and development as its obligation and goal. In this regard, AU promotes inclusive education - environment, curriculum, pedagogy, and assessment; and ensures that these are integrated into planning and delivering a meaningful, relevant, individualized, and accessible learning experience for all students. These efforts are supported by all Colleges and Offices at AU, including the Teaching and Learning Center and Student Success Center.

Roles and responsibility for policy and implementation

The Chancellor of the University bears the ultimate responsibility for the creation, upkeep, and implementation of the Diversity, Equity, and Inclusion Policy. However, the AU Cabinet members, Directors/Managers of various offices and Deans of Colleges, all bear a portion of the responsibility for the Policy's implementation and compliance. Ajman University will ensure full compliance and commitment to the philosophy that is outlined in this document.

Reporting and recording adverse incidents

Ajman University (AU) strives to fulfil the needs of students, faculty and staff members and aims for the highest standards of excellence in all its activities. AU takes any legitimate student, faculty and staff complaints seriously in relation to its policies and procedures as well as the provision of services, and attempts to resolve them in a clear, transparent, and objective manner.

Any member of AU community, who has witnessed or has been the subject of DEI Policy violation, should report the incident pursuant to the Policies. All complaints and grievances shall be handled as per the AU Policies and Procedures Manual.

Miscellaneous

This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	07/10/2020	New policy on Diversity and Inclusion	The Cabinet
V 2.0	09/01/2023	The policy has been updated to reflect the additional component (Equity) of DEI and strengthen the overall policy.	Diversity, Equity and Inclusion Committee

Faculty Complaint, Grievance and Appeal Policy

Policy Owner(s)	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Introduction

Ajman University is committed to providing a workplace with an ambience of mutual respect so that faculty members, administrative staff, and students can all work amicably and discharge their duties efficiently and effectively, without any harassment or problems. However, as is natural, disputes may arise from time to time. In such a case, AU faculty may exercise their right to file a complaint or submit a grievance.

Definitions

Complaint: The subject of a complaint is normally an action, decision or omission within the control or responsibility of the University's faculty, professional staff or administrator that causes a faculty to feel that policies have been incorrectly interpreted or applied. A complaint is often resolved informally or through mediation.

Grievance: A grievance is normally an allegation based on specific facts that there has been a misinterpretation, discriminatory application, or violation of University Policies and Procedures, including the Non-Discrimination Policy and rights and provisions stated in the Faculty Manual. It may also be a complaint that failed to reach resolution after informal processes have been attempted.

Appeal: A written application by a grievant requesting a review of a decision made in a grievance case. An appeal may be upheld or dismissed in part or in whole or a new determination made.

Scope

This policy applies to complaints, grievances and appeals that are not related to faculty performance evaluation, promotion, employment-related legal issues, and disciplinary matters. In such cases, the faculty member shall refer to the Faculty Performance Evaluation Policy, Faculty Promotion Policy, Faculty and Professional Staff Employment Legal Issues Policy, and Faculty Disciplinary Policy.

Purpose

- To make faculty members aware of their right to file a complaint or formally submit a grievance against an administrator or another individual or party concerning any dispute that could not be resolved amicably.
- To explain the procedure for submitting a grievance and how it will be processed by the Faculty Grievance Committee (FGC) of AU.
- To explain the right of appeal for requesting a review of a decision made by an official of the University.

Policy Statement

Complaint

If a dispute is not resolved between the concerned parties, it may be useful for the faculty member to discuss the matter with the concerned Department Chair, Dean or administrator. At any stage after a complaint has been raised, either the faculty member or the Chair/Dean may propose to resolve the complaint informally. Mediation may also be an option.

Grievance

A faculty member is entitled to formally submit a grievance to the Chair of the Faculty Grievance Committee (FGC) of AU, via the Online Request System (ORS), if a dispute between the faculty member and an administrator or other individual(s) at the University could not be resolved amicably between the two parties. A grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, or some other provisions. The Faculty Grievance Committee (FGC) shall determine if the grievant has been harmed as a result of the filed grievance, and if so, what relief should be given to the grievant.

The University Chancellor appoints members of the FGC and its Chairperson. The findings and recommendations of the FGC will be forwarded to the Vice-Chancellor of Academic Affairs (VCAA) for necessary action, if any. In making its recommendations, the FGC shall make a determination of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation, the FGC shall consider factors such as whether the violation was intentional or unintentional and if it was due to some negligence or misunderstanding of rules and regulations.

The membership of FGC shall include the following:

- Chair of the FGC Committee
- Two faculty members
- Two members of the administrative staff

FGC Terms of Reference:

- Faculty members on this committee shall hold full-time faculty appointments.
- The administrative member shall hold continuing (regular) employed positions.
- The appointment of the FGC membership will be for a two-year term of office.
- The FGC reports to the Vice-Chancellor of Academic Affairs (VCAA).

The duties of the Chairperson of FGC shall include the following:

- Receive the grievance submitted on ORS.
- Arrange for FGC meetings and schedule the hearings.
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure.
- Ensure that all records are maintained in ORS.
- Submit the findings of FGC and its recommendations to the VCAA through ORS.
- Inform the concerned parties about the decision taken by the VCAA.
- Submit an FGC Standing Committee Annual Report to the VCAA, using its template available with the Office of Institutional Planning and Effectiveness (OIPE).

The members of the FGC are responsible for:

- Reviewing the grievance and ensuring that it is complete with all required information and documents.
- Deciding if the grievance does in fact need processing by the FGC.
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination. There shall be no direct confrontation between the grievant and respondent.
- Ensuring that fair and proper procedures are followed.
- Reaching a decision based on presented evidence, discussions, and cross-examinations and making appropriate recommendations.
- Making sure that confidentiality is strictly maintained.

In case the Chairperson or any other member of the FGC is him/herself the grievant or defendant, he/she must quit the meetings of the Committee. The University Chancellor will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

Procedure

The grievance must be filed within one month after the grievant becomes aware of a violation of his/her rights as stipulated in published documents, including the Faculty Manual. The formal grievance shall be submitted via Online Request System (ORS).

In submitting the grievance, the grievant must provide the following information through ORS:

- A detailed account of the incident, situation or circumstances that caused the grievance. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
- Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the Chair/Dean about it, and why he/she is not satisfied with the solution, if any, achieved by the Chair/Dean. If the Chair/Dean was not involved before filing the grievance, the grievant must provide reasons for not doing so.
- Specify what relief is being sought through the grievance procedure.
- Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.

Following the submission on ORS:

- The Chairperson of the FGC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it, via ORS, to the committee members for review, and they will decide if the grievance requires a formal hearing. If it does, the process for a formal hearing shall be initiated; otherwise, the VCAA and the concerned parties shall be informed through ORS that the grievance does not deserve a hearing by the FGC as it does not fall within its jurisdiction.
- As a first step in the hearing process, the FGC shall notify the VCAA about initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents

in order to prepare for the hearing. In this regard, the Chairperson of the FGC shall be responsible for all communication. The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, call witnesses and cross-examine the witnesses of the other party. Each party shall be informed about the identity of the witnesses prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing on a voluntary basis and cannot be forced by either party to attend the hearing. A record of the hearing shall be prepared.

- The FGC will try its best to obtain reliable and sufficient information to reach a recommendation. At the completion of the hearing, the FGC members will deliberate and reach a recommendation by majority vote. In cases of equal voting, the Chairperson's side shall prevail. The meeting shall only be valid with the presence of the majority of the members. The Committee's meetings shall be chaired by the Chairperson or an acting Chairperson, chosen by the FGC members, in the absence of the Chairperson. Within one week of the recommendation made by the FGC, the Chairperson shall submit a report on ORS for the VCAA describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the FGC are of an advisory nature only and the VCAA makes the decision. In addition, the report of the FGC may not be used as evidence by either party in a related legal action. After the VCAA has made a decision, the Office of the VCAA shall inform the concerned parties about the decision.

Appeals

A faculty member can file a written appeal to the Chancellor, requesting a review of the decision concerning his/her grievance in a letter addressed to him. The faculty member shall submit the letter within a maximum of 7 working days of his/her being notified of the decision, in writing, as per the academic calendar, otherwise the VCAA's decision shall be final and enforceable.

The appeal shall only be accepted on procedural grounds if it is lodged within the legal deadline and the appellant proves one or more of the following:

- Failure to observe the procedures provided for in this policy.
- Emergence of previously unknown evidence which might have influenced the decision.

If the Chancellor accepts the appeal on procedural grounds, he shall refer the case to a different ad hoc committee for re-consideration.

The Chancellor's decision might not match the recommendation of the Committee for a justified reason. His decision is final.

The appellant shall be informed about the final decision made by the Office of the Chancellor.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The VCAA is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chancellor's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	University Central Committee
V 1.2	20/09/2012	Minor change	Human Resources Director
V 1.3	18/05/2019	Responsibility and role of the FGC and clear appeal procedure and decisions	Vice Chancellor for Academic Affairs
V 1.4	24/06/2022	The policy has been reviewed and there are no changes made.	Vice Chancellor for Academic Affairs
V 1.5	03/05/2023	Added the definitions and clarified the scope of the policy	Vice Chancellor for Academic Affairs

Professional Staff Complaint, Grievance and Appeal Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of COO
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Definitions

Staff Member: An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

Part-time Staff Member: An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Complaint: The subject of a complaint is normally an action, decision or omission within the control or responsibility of the University's professional staff or administrator that causes a staff member to feel that policies have been incorrectly interpreted or applied. A complaint is often resolved informally or through mediation.

Grievance: A grievance is normally an allegation based on specific facts that there has been a misinterpretation, discriminatory application, or violation of a University Policy or Procedure, and may result in disciplinary action against a staff member or administrator. It may also be a complaint that failed to reach resolution after informal processes have been attempted.

Scope

This policy applies to all professional staff at AU.

Purpose

- To make professional staff aware of their right to file a complaint or formally submit a grievance against an administrator or another individual or party concerning any dispute that could not be resolved amicably.
- To explain the procedure for filing the grievance and how it will be processed by the Staff Legal Affairs Committee (SLAC). The right of appeal is also explained.

Policy Statement

Ajman University aims at providing a workplace with an environment of mutual respect where members of its community can all work amicably and discharge their duties effectively without any harassment or problems. However, as is natural, disputes may arise from time to time between professional staff members, administrators, or other individuals. In such a case, AU professional staff may exercise their right to file a complaint or formally submit a grievance.

Complaint

If a dispute is not resolved informally between the concerned parties, one or both may then discuss the problem with their direct supervisor. The direct supervisor may propose to resolve the complaint informally. Mediation may also be an option.

Grievance

A staff member is entitled to formally submit a grievance to the Office of COO if a dispute between the staff members, administrators, or other individuals at the University could not be solved amicably between the two parties. A grievance may also be filed if a non-action by an administrator has adversely affected the staff member's terms of contract or any other provisions stated in the Staff Handbook or other published documents of the University.

Staff Grievance Procedure

1. All grievances, should be addressed to the Office of the COO within one month after the grievant becomes aware of a substantial violation of his/her rights. In addition to filling the *Grievance Form* provided in Appendix 1 of the Staff Manual, the grievant must provide the following information:
 - a. A detailed account of the incident, situation, or circumstances that caused the grievance.
 - b. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
 - c. Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the supervisor about it, and why he/she is not satisfied with the solution, if any, achieved by the supervisor. If the supervisor was not involved before filing the grievance, the grievant must provide reasons for not doing so.
 - d. Specify what relief is being sought through the grievance procedure.
 - e. Provide the name, phone number, and e-mail address of each person that he/she would like to call as a witness during the hearing process.
2. The COO shall forward the grievance to the "Staff Legal Affairs Committee" (SLAC) to investigate and provide their recommendations. Upon receipt of the grievance, the Chairperson of the SLAC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it to the committee members for review, and they will decide if the grievance requires a formal hearing.
3. If it does, the process for a formal hearing shall be initiated; otherwise, the COO and the concerned parties shall be informed in writing that the grievance does not deserve a hearing by the SLAC as it does not fall within its jurisdiction.
4. As a first step in the hearing process, the SLAC shall notify the COO about the initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents in order to prepare for the hearing. In this regard, the Chairperson of the FGC shall be responsible for all communication.
5. The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, call witnesses, and cross-examine the witnesses of the other party. Each party shall be informed about the identity of the witnesses at least three working days prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing voluntarily and cannot be forced by either party to attend the hearing. A record of the hearing shall be prepared.

6. The SLAC will try its best to obtain reliable and sufficient information to reach a decision. At the completion of the hearing, the SLAC members will deliberate and reach a decision by majority vote.
7. Within one week of the decision made by the SLAC, the Chairperson shall present a report to COO describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the SLAC are of an advisory nature only and the COO makes the final decision. In addition, the report of the SLAC may not be used as evidence by either party in a related legal action.
8. Once the COO has reached a decision, the Chairperson of SLAC shall inform the concerned parties about the final decision.

In case the member of staff does not agree or is not satisfied with the final decision made by the COO, he/she has the right to submit a written appeal letter to the Office of the Chancellor within one week after receiving the decision letter. The purpose of the appeal process is to determine whether appropriate procedures were followed in making certain kinds of administrative decisions.

Appeal

After making a preliminary review of the matter, which may include consultations with the concerned party, the Chancellor may undertake one of the following decisions:

- a. Grant the appeal,
- b. Remand the matter to a lower administrative level,
- c. Reject the appeal if it is found to be without merit.

The Chancellor may also appoint a committee to investigate the matter and report the findings back to him. In such a case, the committee will thoroughly investigate the matter and hold such consultations, as it deems necessary to arrive at responsible recommendations consistent with the policies of the University. At the completion of the investigation, the committee will prepare a detailed report and submit it to the Chancellor. After receiving this report, the Chancellor will make the final decision on the appeal that he deems appropriate. The appellant will be informed of the final decision made by the Chancellor.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	01/09/2019	Initial Policy	Office of the Chief Operating Officer
V 1.1	01/09/2022	The policy was reviewed and no changes were made.	Office of the Chief Operating Officer
V 1.2	17/04/2023	The policy is updated to clearly define complaint and grievance.	Office of the Chief Operating Officer
V 1.3	20/10/2023	General minor updates	Office of Human Resources

Exit Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Human Resources
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Glossary of Key Terms

1. Faculty Member:

A full-time employee with an academic rank and an employment contract of at least one year and, who is assigned a teaching load and directly involved in teaching activities. This does not include the visiting or adjunct Faculty Member, nor the Full- Time Research Associate.

2. Adjunct Faculty Member:

A part time employee with a temporary employment contract who is assigned partial academic load to teach certain courses during a specific academic semester.

3. Visiting Faculty Member (Visitor):

A faculty member who is having a temporary employment contract and visiting the University for one or two academic semesters with an agreed-upon teaching load.

4. Staff Member:

An employee who is having an employment contract for a minimum duration of one year continuously and assigned certain administrative, technical or academic support duties, working a minimum of eight hours per day or a maximum of forty-eight hours per week, or as stated in the employment contract.

5. Part-time Staff Member:

An employee who is assigned certain administrative, technical or academic support duties with a daily duty of less than eight hours per day.

Purpose

The purpose of the Exit policy is to provide fair and systematic processes that govern the procedures to be followed in the event a staff member exits his/her job at AU. This policy has been designed following the below tenets:

- A. **Retention First:** At AU, we believe that every staff member is an integral part of the University. Our first endeavor shall be towards retaining staff members in a win-win situation, when needed.
- B. **Exit Analysis:** To create a better work environment for the existing and future workforce, exit interviews with staff members leaving Ajman University shall be conducted. The exiting staff member can be a valuable source of information to the University, towards improving the overall work environment, functions, policies, procedures and practices.

Scope

This policy applies to all existing staff members of Ajman University serving on a permanent, full-time basis.

Policy Statement

A. Staff Exit Types and General Provisions

a. Staff Member Resignation:

Resignations should be formally submitted in writing to line managers. Line managers may meet with the staff member to see if something can be done to retain them. Staff members need to respect the notice period defined in their contract. They are required to serve their stipulated notice period according to their employment contracts. Notice period is part of the service period during which all the University policies and procedures shall normally be applied. However, AU may at its sole discretion exempt the staff member from serving a notice or working during the notice period.

b. Staff Member Termination:

The applicable termination types at AU are as follows:

1. **End-of-Contract Termination:** Contracts with determined term end by the specified date (unless the contract includes an automatic renewal clause) and shall not require any notification prior the completion of the contracted period (term). AU does not need to provide justification for not extending or not renewing the contracts with determined term.
2. **Termination due to dissatisfactory performance:** Staff members are expected to perform as per the set standards in their respective task(s). A contract can be terminated during the term thereof if the staff member is deemed to perform his/her duties in an unsatisfactory manner.
3. **Termination due to organizational change:** To optimize operational efficiency, the University may decide to terminate any employment during the term thereof whenever it deems necessary to manage, restructure or downsize its workforce and staffing structures.
4. **Termination due to misconduct:** This type of termination may be with or without notice period payouts as per the UAE Labor Law.

B. Employee End Of Service (EOS) Benefit Entitlement

In case of a staff member's resignation or termination, the Office of Human Resources shall prepare the EOS settlement and reflect all calculations until the last day of service. The following criteria shall be applied in the calculation of EOS:

1. Staff members (of all grades) employed by the University before March 1st, 2008 shall be entitled to one-month (30 days) of basic salary for each year of the first five (5) years of service, and forty-five (45) days of basic salary for each year exceeding such period.
2. Staff members (of all grades) employed after March 1st, 2008 shall be entitled to twenty-one (21) days of basic salary for each year of the first five (5) years of service and thirty (30) days of basic salary for each year exceeding such period.
3. The EOS ceiling may not exceed two (2) years (24 months) of basic salaries.
4. Staff members who have less than one (1) year in continuous service are not eligible for End of Service Benefit.
5. Any accumulated leave days balance for staff members (of all grades) shall be payable as part of the Final Settlement and according to the terms and conditions stipulated in the Staff Leaves policy.

Procedures

A. Resignation/ Termination:

1. The staff member intending to resign shall submit a formal resignation notice to his/her line manager who may recommend to accept or reject it, and forward it to the Office of Human Resources.

2. The resignation is not considered accepted unless it is officially accepted by the Office of Human Resources in writing.
3. The Office of Human Resources shall appropriately inform the staff member whose services have been terminated and the duly approved termination documents shall be handed over to him/her.

B. Employee Retention:

1. The line manager and the Office of Human Resources may discuss the possibility and need of the staff member's retention.
2. In the event of a retention discussion, it shall be done with an intention of understanding the reasons behind the resignation and what can be done to retain the staff member.
3. In the event the staff member is steadfast in his/her decision to move on, the Office of Human Resources shall initiate the next steps after receiving a formal resignation acceptance by the line manager.

C. Exit Interview:

1. When applicable, the Exit Interview shall be conducted by the Office of Human Resources. Participation in the exit interview would be on voluntary basis.
2. It should be made clear to the staff member that although the information obtained in the interview shall be kept confidential, it may be disclosed to their line manager and other appropriate stakeholders in case any information gives rise to concerns about the conduct of an Office/ College or indicates the possibility that misconduct or nepotism may have occurred.
3. The interviewer shall document all comments made by the staff member in the Exit Interview.
4. The Exit Interview shall be held with the exiting staff member before his/her last working day. The interview shall be conducted in an informal atmosphere where the following information can be captured:
 - a) Information about the new job.
 - b) Reasons for leaving.
 - c) Staff member's general feedback regarding the tenure in the University.
 - d) Views about the organizational culture and working atmosphere.
 - e) Suggestions for improvement.

D. Knowledge Transfer:

1. Within two (2) days from the resignation acceptance confirmation or the notification of contract termination, the staff member shall prepare the list of responsibilities and get it approved by the line manager.
2. Prior to the last working day of the staff member, the line manager should confirm that all tasks assigned to the staff member have been accomplished and the knowledge transfer handover process has been completed in all respects.

E. Staff Member Clearance Process:

After the termination or the final acceptance of the resignation, and the internal knowledge transfer process is complete, the staff member must get the "Clearance Form" duly filled and approved. This process is outlined below:

1. The staff member's line manager shall clearly indicate that all College/Office related ID's, data, files and other custodies have been returned and the handover process is complete.
2. The Library shall confirm the return of all books and reading materials taken by the staff member.
3. The Office of Information Technology shall confirm that:

- a) IT related equipment (hardware/ software) and any other tools or devices given to the staff member have been returned and that they are in a normal working condition. Penalties shall be applied in case any equipment or device is found not in a normal working condition.
 - b) All network privileges including access to AU domains, systems and servers are disabled.
4. The Stores section shall recover all store related custodies from the staff member and confirm the same.
5. The Office of University Facilities shall confirm the recovery of AU office keys, access cards and parking cards from the staff member.
6. The Unit of Public Relations shall confirm that the passport(s) and other required details have been received to proceed with the visa cancellation.
7. The Office of Human Resources shall collect the staff member's ID(s) and other materials if they are still in his/her possession. The Office of Human Resources shall ensure all details required for full and final settlement are provided by the staff member such as all allowances (i.e. housing, furniture, tickets, encashable leave balance) and any outstanding personal loans. Office of Human Resources shall make sure that the staff member has served the required notice period as applicable, shall validate the accuracy of all details in the clearance form, and collect the health insurance cards of the staff member and eligible family members (if applicable).
8. The Office of Finance shall confirm that temporary or permanent advances are cleared and shall reflect any pending amounts on the final settlement according to the applicable eligibility terms and conditions.

Miscellaneous

1. This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Office of Human Resources is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations for the Chief Operating Officer's final discretion.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. In case of conflict between the contract and the Policy, the employment contract prevails.
5. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.
6. Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	06/21/2023	New Policy - This policy is established to provide fair and systematic processes that govern the procedures to be followed in the event staff members is leaving AU.	Office of the Chief Operating Officer

6. Students



جامعة عجمان
AJMAN UNIVERSITY

Undergraduate Admission Policy

Policy Owner	Vice Chancellor for Communication and Community Affairs	Responsible Office	Unit of Student Recruitment and Admissions
Approved By	Chancellor	Effective Date	January 2025
		Next Review Date	January 2028

Purpose

This document sets out the University's policy on admissions to undergraduate programs and is applied by the Unit of Student Recruitment and Admissions. AU does not discriminate in recruitment and admissions on the basis of ethnicity, religion, disability, immigration status, gender, or other considerations.

Definitions

University: Ajman University (AU).

Admissions Period: The period during which applicants can submit their admission application to the Unit of Student Recruitment and Admissions.

Application Type: Admission application category, whether undergraduate, graduate, or transfer.

Active Application: An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".

Admissions Offer Letter: A letter issued by the Unit of Student Recruitment and Admissions, informing the applicants of their successful admission to the programs they have applied for.

Application Rejection Letter: A letter issued by the Unit of Student Recruitment and Admissions notifying the applicant of the rejection of their admission application.

Waiting List: A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.

Admission Fee: The fee collected to process a student's application and registration throughout his/her study at the University.

Application ID: A generated number used, to track the status of the submitted application before a decision is taken.

Seat Reservation Deposit: This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.

System of Education and Programs Offered

The University utilizes the credit hour system. This system requires that students earn a total number of credit hours, as determined by the University, to complete their program of study. The required number of credit hours is distributed over a certain number of semesters, depending on the program. All AU Undergraduate programs are accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research (MoHESR), UAE.

Undergraduate Admissions Requirements for MOE Secondary School Certificates Holders

Table 1: Undergraduate Programs Offered

College of Dentistry

Degrees offered/ Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Dental Surgery	5	201	Grade 12- MOE (80%) Elite Track (85%) Advanced Track, or its equivalent	Subject-Specific requirements: - English: Academic IELTS 5, TOEFL 500, IBT 61. - Math: a minimum score of 90% or its equivalent. - Two science subjects (Physics, Chemistry, Biology): a minimum score of 90% or its equivalent. If the subject proficiency requirements in Mathematics and two science subjects are not met, Conditional Admission will only be granted if the applicant's average score in these subjects is between 80% and 89%. Applicants admitted under this condition must pass a remedial course in the respective subject(s) where the score is below 90%. College requirements: - Passing a personal interview.

College of Medicine

Degrees offered/ Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission
Doctor of Medicine (MD)	6	226	Please refer to Table 3 (Entry Requirements for Ajman University MD Year 1)

College of Pharmacy & Health Sciences

Degrees offered/ Concentration	Years of Study	Total Cr.Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Pharmacy	4.5	160	Grade 12- MOE (70%) Elite Track, (75%) Advanced Track, or its equivalent	- <u>Subject-Specific requirements:</u> - <u>English:</u> a minimum score of 80% or its equivalent. - <u>Math:</u> a minimum score of 80% or its equivalent. - <u>Two science subjects (Physics, Chemistry, Biology):</u> a minimum score of 80% or its equivalent. <u>Conditional Admission:</u> If the subject proficiency requirements are not met, Conditional Admission will only be granted to the below cases: 1. English: Applicants scoring between 75% and 79% in the English subject must pass a remedial English course during the first semester. Or, submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. 2. Math and two science subjects: Applicants with an average of 70% to 79% in Mathematics, and two science subjects must pass a remedial course in the respective subject(s) where the score is below 80%. <u>College requirements:</u> - Passing a personal interview.

Degrees offered/ Concentration	Years of Study	Total Cr.Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Science in Nursing	4	120	Grade 12 – MOE (60%) Elite Track, (65%) Advanced Track, (70%) General Track or its equivalent.	<u>Subject-Specific requirements:</u> - English: a minimum score of 80% or its equivalent. If the subject proficiency requirements in English is not met, Conditional Admission will only be granted if the applicant is scoring between 75% and 79% in the English subject. Applicants admitted under this condition must either: 1. Pass a remedial English course during the first semester. - Or 2. Submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. <u>College requirements:</u> Passing a personal interview.

College of Engineering & Information Technology

Degrees offered/Concentration	Years of Study	Total Cr.Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Science in Electrical Engineering	4	142	Grade 12- MOE (75%) Elite Track, (80%) Advanced Track – (90%) General Track. or its equivalent.	<u>Subject-Specific requirements:</u> - English: a minimum score of 80% or its equivalent. - Math and Physics: a minimum score of 80% or its equivalent. - Biology or Chemistry: a minimum score of 80% or its equivalent. <u>Conditional Admission:</u>
Bachelor of Science in Biomedical Engineering	4	141		
Bachelor of Science in Computer Engineering	4	140		
Bachelor of Science in Civil Engineering	4	141		

Degrees offered/Concentration	Years of Study	Total Cr.Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Science in Mechanical Engineering	4	141		If the subject proficiency requirements are not met, Conditional Admission will only be granted to the below cases: 1. English: Applicants scoring between 75% and 79% in the English subject must pass a remedial English course during the first semester. Or, submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. 2. Math, Physics, Biology or Chemistry: Applicants with an average of 70% to 79% in Mathematics, Physics, and Biology or Chemistry must pass a remedial course in the respective subject(s) where the score is below 80%.
Bachelor of Science in Information Systems\ Project Management	4	123	Grade 12-MOE – (60%) Elite Track (65%) Advanced Track (70%) General Track or its equivalent	Subject-Specific requirements: - English: a minimum score of 80% or its equivalent. - Math: a minimum score of 70% or its equivalent. Conditional Admission: If the subject proficiency requirements are not met, Conditional Admission will only be granted to the below cases: 1. English: Applicants scoring between 75% and 79% in the English subject must pass a remedial English course during the first semester. Or, submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. 2. Math: Applicants scoring less than 70% in Mathematics, must pass a remedial course in the subject.
Bachelor of Science in Information Systems\ E-Business Management				



Degrees offered/Concentration	Years of Study	Total Cr.Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Science in Information Technology/ Networking and Security	4	123	Grade 12- MOE (60%) Elite Track, (70%) Advanced Track, (75%) General Track or its equivalent	<u>Subject-Specific requirements:</u> - English: a minimum score of 80% or its equivalent. - Math: a minimum score of 75% or its equivalent. <u>Conditional Admission:</u> If the subject proficiency requirements are not met, Conditional Admission will only be granted to the below cases: 1. English: Applicants scoring between 75% and 79% in the English subject must pass a remedial English course during the first semester. Or, submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. 2. Math: Applicants scoring less than 75% in Mathematics, must pass a remedial course in the subject.
Bachelor of Science in Data Analytics	4			
Bachelor of Science in Artificial Intelligence	4			

College of Architecture, Art and Design

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Architecture	5	159	Grade 12- MOE (65%) Elite Track, (70%) Advanced Track, (75%) General Track – or its equivalent.	<u>Subject-Specific requirements:</u> - English: a minimum score of 80% or its equivalent. If the subject proficiency requirements in English is not met, Conditional Admission will only be granted if the applicant is scoring between 75% and 79% in the English subject.
Bachelor of Interior Design	4	125	Grade 12- MOE (60%) Elite, Advanced and General Tracks or its equivalent.	Applicants admitted under this condition must either: 1. Pass a remedial English course during the first semester. Or 2. Submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester.

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Architectural Engineering	5	150	Grade 12- MOE (75%) Elite Track, (80%) Advanced Track, (90%) General Track. – or its equivalent.	<u>Subject-Specific requirements:</u> - English: a minimum score of 80% or its equivalent. - Math and Physics: a minimum score of 80% or its equivalent. - Biology or Chemistry: a minimum score of 80% or its equivalent. <u>Conditional Admission:</u> If the subject proficiency requirements are not met, Conditional Admission will only be granted to the below cases: 1. English: Applicants scoring between 75% and 79% in the English subject must pass a remedial English course during the first semester. Or, submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester. 2. Math, Physics, Biology or Chemistry: Applicants with an average of 70% to 79% in Mathematics, Physics, and Biology or Chemistry must pass a remedial course in the respective subject(s) where the score is below 80%.

College of Business Administration

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Science in Management	4	126	Grade 12- MOE (60%) Elite, Advanced, and General Tracks - or its equivalent	Subject-Specific requirements: - English: a minimum score of 80% or its equivalent. If the subject proficiency requirements in English is not met, Conditional Admission will only be granted if the applicant is scoring between 75% and 79% in the English subject. Applicants admitted under this condition must either: 1. Pass a remedial English course during the first semester. - Or 2. Submit an English proficiency test score (Academic IELTS 5, TOEFL 500, IBT 61) before the start of the first semester.
Bachelor of Science in Marketing	4	126		
Bachelor of Science in Finance	4	126		
Bachelor of Science in Accounting	4	126		

College of Law

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission	Additional requirements
Bachelor of Law	4	129	Grade 12- MOE (60%) Elite, Advanced, and General Tracks - or its equivalent	Subject-Specific requirements: - Math: a minimum score of 70% or its equivalent. If the subject proficiency requirements in Mathematics is not met, Conditional Admission will be granted. Applicants admitted under this condition must pass a remedial course in the subject.



College of Humanities & Sciences

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission
Bachelor of Arts in Sociology and Social Work	4	120	Grade 12- MOE (60%) Elite, Advanced and General Tracks or its equivalent.
Bachelor of Arts in Psychology			

College of Mass Communication

Degrees offered/Concentration	Years of Study	Total Cr. Hrs.	Certificate and percentage required for admission
Bachelor of Mass Communication - Integrated Marketing Communications	4	126	Grade 12- MOE – (60%) Elite, Advanced and General Tracks or its equivalent.
Bachelor of Mass Communication - Radio and Television Production			
Bachelor of Mass Communication - Graphic Design for Media			

Visiting Students

(will not receive a degree)

Program Title	Years of Study	Certificate required for admission
Free Study	Up to 2 regular and summer semesters.	Grade 12- MOE – (60%) Elite, Advanced, and General Tracks or its equivalent. or Approval letter from his/her former University
Non-degree	Up to 2 regular semesters, with (no more than 17 credit hours per semester).	The latest degree (Bachelor, Master, or, Doctorate)
Exchange Student (inbound)	a maximum of two semesters.	Approval letter from his/her former University

Table 2: Minor Programs offered by the Colleges

College	Program	Eligible Students (Major Programs)
Engineering and Information Technology	Electrical Engineering	Biomedical Engineering
		Computer Engineering
	Biomedical Engineering	Electrical Engineering
		Computer Engineering
	Information Systems	All programs at AU other than programs of Computer Engineering, Information Technology and Information Systems programs.
	Web Development	All programs at AU other than programs of Computer Engineering, Information Technology and Information Systems programs.

College	Program	Eligible Students (Major Programs)
	Information Technology	All programs at AU other than programs of Computer Engineering, Information Technology and Information Systems programs.
	Computer Science	All programs at AU other than programs offered by the Department of Information Technology.
	Networking and Security	All majors in an engineering discipline except Computer Engineering.
Business Administration	Accounting	College of Business Administration
		Information Technology programs
		Information Systems programs
	Marketing	College of Business Administration
		Pharmacy
	Management	College of Business Administration
		College of Engineering & IT
		Pharmacy
		Architecture
	Finance	College of Business Administration
	Islamic Banking and Finance	All programs at AU

Notes:

1. The decision to admit a student is made on a competitive basis, considering the number of available seats as determined by the individual college and the applicant's final secondary school examination score.
2. Applications made by holders of foreign secondary school certificates will be considered as per the CAA Standards 2019 and the Circulars issued by His Excellency the Minister of Education/Higher Education Affairs, UAE, as listed below:

Undergraduate Admissions Requirements for Holders of Foreign Secondary School Certificates (Except for College of Medicine)

- a. Complete at least 12 years of schooling.
- b. Satisfy the minimum High school average required for the program.
- c. Islamic education and Arabic language are not counted.
- d. Satisfy the minimum scores in the high school subjects if required (refer to the table above).
- e. Personal interview- If required.
- f. Equivalency certificate from the Ministry of Education in UAE

Curricula:➤ **American Curriculum is eligible for admission if:**

- The certificate is awarded after at least 12 years of schooling

Holder successfully passed the grades (tenth, eleventh, and twelfth). The number of subjects in each grade should be at least five, and the minimum score of success in each subject must not be less than (D) or 60%.

➤ **International Diploma**

- The certificate is awarded after at least 12 years of schooling

- The student must pass one of the two tracks:

First track:

Successful completion of the IB Diploma (Islamic education should not be counted among the subjects required for obtaining the Diploma).

Second Track:

The student must pass six IB subjects according to the following conditions:

- The grade of any subject shall not be less than three.
- The total number of points must not be less than 24.
- The six subjects completed by the student in the IB should cover subjects of (English, mathematics, and one subject of sciences) at the SL or HL.
- Islamic education should not be counted among the six subjects required for equivalency.

➤ **Holders of British System Certificates (IGCSE, GCSE, GCE)**

A holder of a British system certificate is eligible for admission if:

- Has completed (Year 13/Grade 12) of study by the time she/he has finished secondary education and must provide proof thereof.
- A maximum of 7 grades obtained will be considered as follows:
- A minimum grade of E in 5 O-Level subjects, and a minimum grade of D in 2 AS/A-Level.
- For an applicant to be considered as a graduate of the Advanced Track in secondary education she/he must have successfully studied at least 2 Science and one Mathematics subject at O-Level and AS/A-Level.

➤ **Holders a certificate of one of French-Patterned Educational Systems as Lebanese, Moroccan, Tunisian, Algerian, French.**

A holder of a French certificate is eligible for admission if:

- Has completed 12 years of study by the time she/he has finished secondary education and must provide proof thereof.
- Obtain the French Baccalaureate in any of the three tracks: Literature, Economics & social, or Scientific with a minimum score of 10/20

➤ **Holders of Indian Boards**

- The certificate is awarded after at least 12 years of schooling
- Obtained of Minimum of 45% in the Senior Secondary School Certificate

➤ **Holders of Pakistani Boards**

- The certificate is awarded after at least 12 years of schooling
- Obtained of Minimum of 45% in the Senior Secondary School Certificate

Doctor of Medicine (MD) Program:

Program Offered

The College offers a highly innovative 6-year full-time program in a 2 plus 4 format that includes two years of premedical education followed by four years of vertically and longitudinally integrated medical education (Pre-clerkships; 2 years) and clinical training (Clerkships; 2 years) leading to the award of the degree of Doctor of Medicine (MD).

Requirements for MD

Admission is open to students from all types of curriculum: UAE National Curriculum, American, British, CBSE (Indian), French, etc.

The criteria for admission are summarized below:

General requirements – all applicants (curriculum-specific requirements are summarized in the table)

- Complete at least 12 years of schooling.
 - Mathematics: a minimum score of 90%.
 - Two science subjects (Physics, Chemistry, Biology): a minimum score of 90%.
- English proficiency test: Achieve IELTS 6.0 (or other accepted equivalents)
- Written test (Duration: 1 hr): Content of assessment includes Biology, Physics, Chemistry and Mathematics (at the level of EmSAT subject tests), and problem-solving.
 - A passing grade on the written test is required before eligibility for an interview.
 - Personal interview: Candidates who fulfil requirements A-F may be shortlisted for a personal interview.

Table 3: Entry Requirements for Ajman University MD Year 1

Curriculum	Entry requirement	Minimum Score/grade
	Grade 12- MOE –Elite Track	85%

Curriculum	Entry requirement	Minimum Score/grade
UAE National Curriculum	Grade 12- MOE –Advanced Track	90%
	English	IELTS Academics 6 or its equivalent (TOEFL 550, or IBT 79, or CBT 214)
	Grade 12 Mathematics	90
	Grade 12 two of the three science subjects (Chemistry, Biology or Physics)	90
American Curriculum	Science Track	90%
	SAT I – Mathematics OR AP Mathematics	590 Score of 4
	AP in two science subjects (Chemistry, Biology or Physics)	score of 4 per subject
British Curriculum	Applicant should obtain a 12 th -grade (Year 13) report card from the school	
	a) IGCSE/GCSE “O” level in five subjects (Chemistry, Biology, Physics Math, and English)	Four A (7)s + one B (6)
	b) GCSE A/S level in any 2 subjects (Chemistry, Biology, and Physics)	One A (7) and one B (6)s
	OR GCSE A2 level in any 2 subjects (Chemistry, Biology, and Physics)	Two B (6)s
International Baccalaureate (IB)	a) IB High Level (HL) in 2 of the 3 subjects (Chemistry, Biology, or Physics), and Math in Standard Level b) HL, the grade of any subject shall not be less than 4.	With scores of 5
	c) IB Diploma	Total of at least 32 of 45 points.

Curriculum	Entry requirement	Minimum Score/grade
India/Pakistan Curricula	Completion of Grade 12 and obtaining Higher/Senior Secondary Certificate Boards (e.g. CBSE). Subjects must include (Physics, Biology, and Chemistry) in Grade 12, and Math in Grade 10 with	85%
	Grade 12 Mathematics, and two science subjects (Chemistry, Biology or Physics)	80%
Other Curricula	Students from other international systems can submit a document that proves that they have finished 12 years of schooling and have their high school documents' equalization completed in the UAE Ministry of Education	Students will be evaluated based on their performance in high school, equivalent to 90% in the UAE MOE system Subjects must include (Math, Physics, Biology, and Chemistry).

Admissions Criteria

AU Academic Council determines the number of students to be admitted to each degree program each semester, according to the university's available resources.

AU's admission policy is non-discriminatory. The decision to admit a student is made on a competitive basis considering the number of available seats as determined by the colleges and the applicant's final secondary school examination score.

Admission on Probation

Admission Categories:

Upon successful completion of the admission process, the student will receive either a conditional or full admission offer issued by the Unit of student recruitment & admissions. In addition, If the student is on one of the following statuses: Provisional, waiting list or rejected he or she will also receive an offer or letter notifying him/her of the application status.

1. Admission offers:

1.1. Full Admission offer:

Students who have met all the general and academic requirements will be granted a full admission.

1.2. Conditional Admission offer:

- An applicant who does not meet certain admission requirements may be granted conditional admission. This offer is applicable only for any applicant for certain programs (mentioned hereafter) with high school average less than the minimum required high school average. This is only applicable for the following programs: Bachelor of Interior Design, Bachelor of Science in Management, Bachelor

of Science in Marketing, Bachelor of Science in Accounting, Bachelor of Science in Finance, Bachelor of Arts in Sociology and Social Work, Bachelor of Arts in Psychology, and Bachelor of Mass Communication.

- The student will register in 3 remedial courses to be determined according to the degree requirements and the grades of relevant subjects in the high school certificate.
- Conditionally admitted students are requested to accept the offer and satisfy the requirement within the mentioned deadline which is one semester effective from the date of joining AU.
- Student cannot ask for any refund of any tuition fees, in case he does not satisfy the requirements within the estimated time-frame. But he/she is entitled to request any document related to his/her academic records.

2. Admission Status:

2.1. Provisional Admission:

- Provisional admitted students are applicants who are temporarily assigned to this status because of admission requirements.
- The provisions will be specified in the offer letter of admission and may include, but are not limited to, a required final high school, seat reservation payments (if applicable), or requiring specific college requirements within a specified deadline mentioned in the offer letter.
- Failure to achieve the requirements within the mentioned deadline in the offer letter will lead to a withdrawal of the offer.
- For certain admission requirements, a provisional offer may be a transition into a conditional offer. (This option is applicable for certain programs and certain requirements only).
- Student cannot ask for any refund of any tuition fees, in case he does not satisfy the requirements within the estimated time-frame.

2.2. Waiting list:

- The decision to admit a student is made on a competitive basis considering the number of available seats as determined by the colleges and the applicant's final secondary school examination score.
- Waiting-listed applicants will receive email notifications of the waiting list offer and the expected final decision deadline.
- If the applicant wishes to decline the waiting list offers his/her application will be transferred to the next selected academic program if available otherwise the application will be rejected.
- After the final decision deadline, the waiting listed application will be evaluated for the next selected academic program if available otherwise the application will be rejected.

2.3. Rejected:

At the initial review of an application, a rejection decision may be recorded for a student. These applicants will be given a reason for the rejection. These cover a wide number of reasons including:

- Failure to achieve or submit the minimum admission requirements (High school scores, failure in the college admission test, etc.)
- Seats not available.
- Exceeding the time limit for paying seat reservation fees.

Conditional Admission Requirements:

➤ **Equivalency letter:**

Applicants who graduated from private schools that do not follow the government curriculum and those with high school certificates issued from outside UAE should obtain equivalency for their High School Certificate from the UAE Ministry of Education.

- ❖ Applicants who have applied for a Certificate of Equivalency but have not concluded the equivalency process by the time of registration will be given a chance to register for one semester effective from the date of Joining the university, provided they submit a conditional admission letter from the UAE Ministry of Education.
- ❖ Those applicants will be conditionally admitted for one semester effective from the admission date, based on the provided offer for the concerned applicant.
- ❖ The applicant must accept the conditional offer to provide the required MOE equivalency letter before the end of the semester.

➤ **English Subject score or its equivalent**

(This Condition is not Applicable to MD and BDS applicants):

Applicants who have not achieved the required English score by the time of registration will be given a chance to either:

- 1) Pass a remedial English course during the first semester. Or,
- 2) Submit an English proficiency test score before the start of the first semester:

➤ **Math/ Sciences subjects (This Condition is not Applicable to MD applicants):**

Applicants who have not achieved the required Math/Science subject scores or its equivalent by the time of registration will need to pass a remedial course in the respective subject(s).

➤ **High school average Conditional Admission:**

Applicants with a passing percentage below 60% may be admitted into the following programs provided to fulfill the below-mentioned requirements:

- Business Administration programs.
- Mass Communication programs.
- Humanities and Sciences programs.

- Interior Design program

These applicants must register for three (3) remedial courses determined by the college, in the first semester of study, and achieve a minimum GPA of 2.5 on a 4 scale (these remedial courses are not for credit within the degree program).

➤ **Credit load for conditional:**

The study load of conditionally admitted students is restricted in the following listed colleges:

- Engineering & Information Technology
- Architecture, Art, and Design
- Business Administration
- Humanities and Sciences
- Law
- Mass Communication

Conditionally admitted applicants will be allowed to register for general courses with a maximum of 12 credit hours during the first semester.

Terms and Conditions:

- The University reserves the right to make the appropriate decision, and the conditionally admitted students do not have the right to object to the decision.
- Conditionally admitted students clear the liability of Ajman University and its employees from any right or claim of any kind.
- The University reserves the right to withdraw an application or an offer at any point in the admissions process or refer cases for further investigation. This includes if any part of the application is falsified or plagiarized, or if the applicant fails to provide the required information or documentation within the requested timeframe. Where an offer is withdrawn due to falsified documentation or information, there will be no refund of any monies paid to the University.
- The student must provide true and correct information, and s/he agrees to abide by the academic calendar and all University Policies and regulations as well as academic, administrative, and financial decisions, and s/he delegates Ajman University to amend them unilaterally at its sole discretion, and s/he agrees to abide by them once they come into force. S/he fully authorizes the University and its employees informing, notifying and sharing his/her guardian, father, mother, husband, sponsor, financier, or debt collection companies (if any) of everything related to his/her University life, and providing any of them with all academic, financial, and administrative documents and records, including but not limited to the decisions of the disciplinary or ad/hoc committees.
- The student is entitled to withdraw his/her consent or authorization of sharing his/her information and data, by sending an email to the email address mentioned below. This withdrawal shall not affect the legality and lawfulness of the processing and sharing made based on the consent given prior to the withdrawal.

registration@ajman.ac.ae

- The student agrees that the University is entitled to unilaterally amend the tuition fees, in accordance with the students' Catalog, and s/he is committed to paying the new tuition fees once the new decision comes into force. S/he also agrees to pay out the fines the University decides against delayed payment of any kind.
- Upon registration, students should pay the tuition fees in full in order to avoid the late payment fees or suspension of any or all AU services. The Office of Finance has the right to take any necessary action against any student who has not settled their due balance, including suspension of registration, dropping the registered courses, suspension of services, and ineligibility to attend exam sessions.
- The student agrees that the University is entitled to withhold certificates, academic record, any statement (certificate), and/or any other document whatever it is, if s/he does not fully honor his/her obligations, including financial commitments.
- In case the student faces financial issues, and the University wants to try to do a fund raising to help him/her to pay the tuition fees, his/her personal, academic and financial information may be disclosed by the University to a third Party for this purpose, unless explicitly stated otherwise upon admission in an email sent by the student to the Office of Registration on: registration@ajman.ac.ae
- The student is entitled to withdraw his/her consent or authorization of sharing his/her information and data, by sending an email to the email address mentioned above. This withdrawal shall not affect the legality and lawfulness of the processing and sharing made based on the consent given prior to the withdrawal.
- The student agrees that it is the student's responsibility to read, understand and apply the terms and conditions in the student's catalog and policies and their amendments, and receiving his/her university ID is considered an acknowledgment of his/her commitment to these terms and conditions that can be amended from time to time.
- The student email address which will be created upon admission is one of the official communication channels between the student and the University.

English Language Proficiency

- Full admission to programs where the medium of instruction is English are given only to applicants who achieve a score of 80% in Grade 12 English subject (to certain programs), or 500 in the TOEFL (paper-based test), 61 in TOEFL (iBT), Computer Based Test (CBT) 173, Band 5 in IELTS (Academic).
- Full admission to the MD program is given only to applicants who achieve a score of at least 550 in the TOEFL (paper-based test), 79 in TOEFL (iBT), Computer Based Test (CBT) 214, Band 6 in IELTS.

Institutional TOEFL score is considered only when the test is taken at an AMIDEAST UAE center.

Admission for Transfer Students

Students from accredited institutions of higher education may apply for admission to the AU program in the same field of study if they have been of good academic standing, i.e., their Cumulative Grade Point Average (CGPA) is a least 2.0 on a scale of 4.0 or the equivalent and if they have not been subjected to academic or disciplinary dismissal.

However, students who have not been of good academic standing but not dismissed (i.e. those with a CGPA of less than 2.0 on a scale of 4.0) but have not been subjected to academic or disciplinary dismissal may be allowed to transfer only to programs in a field distinctly different from the one in which they were enrolled at the institution they previously attended. And only the transfer of credited General Education courses may be considered.

Terms and Conditions of Courses Transfer:

- The transferred student fulfils the requirements for full admission to Ajman University, (including a valid English language proficiency certificate with the required score for the program). In addition, does not allow, under any circumstances, transfer students to be admitted under the provisions stipulated for conditional admission.
- The grade obtained on the previous course must be at least C (2.0 on a 4.0 scale) irrespective of the course status “Satisfactory, Good, etc.”, or the grade that corresponds to “Merit/Good” for institutions using a different grading scale.
- The number of credit hours for the course is not less than that of the AU equivalent course.
- The course content from the former education institution should be similar to that of the corresponding course offered at AU.
- The responsibility for approving the credit transfer lies with the college (Transfer Committee) that offering the program, provided that all administrative requirements are fulfilled.
- AU does not grant credit twice for substantially the same course taken at two different institutions.
- AU will not transfer courses from an awarded Bachelor's degree. However, transfer courses from a diploma degree may be applicable based on the dean's college approval. Only grades obtained from courses taken at AU will be considered in the calculation of a student's CGPA, i.e. grades obtained from transferred courses at the previous institution will not be considered in the computation of the CGPA at AU.
- The transferred course will be marked in the transcript with the letter (T) only when the Office of Registration receives the required documents attested from MOE in addition to completing successfully the authenticity process.
- AU does not grant transfer students a degree unless they complete at least 50 percent of the total credit hours of the program, including the majority of the last 30 credit hours of the program study plan at AU.
- Limits transferred credits for Undergraduate programs to a maximum of 50% of the total credits required for the program.
- The transfer of credits for clinical training is permissible only when done in the UAE or in exceptional circumstances, upon review and approval of a waiver to this requirement by the CAA.
- The graduation projects and thesis are not subject to transfer.
- Courses description for required courses must be stamped by the former educational institution and submitted to the Office of Registration.



- The applicant must disclose his/her desire to transfer courses from the previous university during the admission stage, otherwise, he/she bears full academic & administrative responsibility.
- The Ministry of Education will be contacted to verify academic records issued outside UAE. if positive feedback is not received from MOE-UAE in the student's first semester, pre-equated courses from the former educational institute must be registered.
- The Office of Registration has the authority to verify the authenticity of the academic records information from the previous educational institution after getting consent from the student.
- The decision to admit an applicant is made on a competitive basis, considering the number of available seats as determined by each college as well as the priority given to fresh graduates.
- A fee of AED 500 will be charged for the evaluation of courses to be transferred. The fee will be refunded only if the student is admitted.

Re-admission of Former Students

1. New students who have missed two consecutive (regular) semesters of enrollment (in addition to the summer semester) at the university must apply for re-admission, A new university ID will be issued if he/ she satisfies all new admission requirements and should pay the non-refundable application and admission fees.
2. Re-enrolment of discontinued students under the same student's ID may be approved under the following criteria: (shall apply on the online registration system (ORS)
 - The student ID number was issued in the fall semester without registering and he/she requested to register for courses at most in the summer semester of the same academic year
 - The student's ID number was issued in the spring semester without registering and he/she requested to register courses at most in the fall semester of the following academic year in which the student's university number was issued.
3. Former students who have missed more than four semesters of enrollment at the university may apply for re-admission and a new university ID will be issued, provided that he/she achieve the following:
 - The required average in secondary school certificate.
 - A valid English Proficiency Certificate with the required score.
 - Satisfy all new admission requirements if any.
 - Repayment of all debts.
 - Pay the non-refundable application and admission fees.
 - Considering the availability of vacant seats in the major.
 - If the college Dean's and the Registrar accept the student to continue in the same major, the previous courses that the student has studied will be considered if they are included in the new study plan.

N.B.:

1. If the student has an academic warning, he/she must transfer to another program providing that his/her CGPA for the courses to be transferred is 2.0 or higher.
2. In special cases, if the student can graduate within the time allowed for completion of a degree program and the study plan is still active, re-enrollment of the student with the same ID and in the same program will be considered after the College Dean & the Registrar's approval. A fee of 300 AED is required.

Documents Required for Admission

- a. UAE Secondary School Certificate, or its equivalent, and grade transcript. Certified copies are acceptable
- b. Equivalency certificate issued by the Ministry of Education UAE for the holders of foreign high school certificate and for Secondary certificates obtained abroad.
- c. Photocopy of a valid passport
- d. Photocopy of a valid UAE National ID Card
- e. Medical Checkup
- f. Status of UAE National Service for male students.
- g. A valid certificate of good conduct, issued by an official body
- h. passport-size photo
- i. A valid certificate of proficiency in the English language.
- j. Other requirements might apply based on an applicant's specific school system. The Unit of Student Recruitment and Admissions has the right to request any supporting documents.

Applications will be processed by the Unit of Student Recruitment and Admissions only after the payment of application and admission fees.

Certification of Documents

Newly-admitted students are requested to have their documents certified before the end of the first semester of study; otherwise, their registration will be suspended.

- Secondary school certificates obtained in the UAE must be certificated by the UAE Ministry of Education.
- Secondary certificates obtained abroad must be certified from the country of origin by the authorized educational authority, the country's Ministry of foreign affairs, and the UAE Embassy.

Seat Reservation

Applications will be processed by the Unit of Student Recruitment and Admissions

- Only after payment of the non-refundable application and admissions fees.
- Students admitted to Medicine (MD Program), Dentistry, and Nursing programs are required to pay a seat reservation deposit.
- This seat reservation deposit is non-refundable and non-transferable and must be paid before the deadline stated in the letter of admission.
- This seat reservation deposit is deductible from the student's fee once the applicant joins Ajman University.
- If the student asks to defer admission to the following semester and the request is approved, the deposit will be applied to the following semester.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	Dean of Admissions and Registration
V 1.1	20/09/2012	Policy Reviewed by Academic and Educational Affairs Council	Associate Vice President for Academic Affairs
V 2.0	18/07/2019	Total policy review incorporating major changes to terms of admission	Registrar
V 2.1	14/04/2021	Updated as per the new CAA Standards and Circulars	Office of Admissions and Registration and Office of Vice-Chancellor for Academic Affairs
V 2.2	16/09/2022	Updated as per the Ministry of Education Circulars and office name changes at AU.	Unit of Student Recruitment and Admissions
V 2.3	06/03/2023	Minor change related to amendments made on the academic probation policy	Office of Vice Chancellor for Academic Affairs
V 2.4	10/07/2023	This policy has been updated with the new admission criteria approved by the UAE Ministry of Education	Unit of Student Recruitment and Admissions
V 2.5	21/11/2023	The newly accredited-BSN Program admission requirements are added.	Unit of Student Recruitment and Admissions
V 2.6	29/11/2024	The newly accredited-BSAI Program admission requirements are added.	Unit of Student Recruitment and Admissions
V 3.0	21/01/2025	Revised as per the Ministry of Higher Education and Scientific Research Ministerial Resolution No. (19) of 2024 on admission criteria.	Unit of Student Recruitment and Admissions

Graduate Admission Policy

Policy Owners	Vice Chancellor for Academic Affairs	Responsible Office	Unit of Student Recruitment and Admissions
Approved By	Chancellor	Effective Date	July 2024
		Next Review Date	July 2027

Purpose

This document sets out the AU policy on admissions to graduate programs, and it is applied by the Unit of Student Recruitment and Admissions. AU does not discriminate in recruitment and admissions on the basis of ethnicity, religion, disability, immigration status, gender, or other such considerations.

Definitions

University: Ajman University.

Admissions Period: The period during which applicants can submit their admission application to the Unit of Student Recruitment and Admissions.

Application Level: Admission application category, graduate level.

Active Application: An application that is not marked as “Cancelled”, “Expired”, “Enrolled”, “Rejected”, or “Declined”.

Admissions Offer Letter: A letter issued by the Unit of Student Recruitment and Admissions, informing the applicants of their successful admission to the programs they have applied for.

Application Rejection Letter: A letter issued by the Unit of Student Recruitment and Admissions notifying the applicant of the rejection of their admission application.

Waiting List: A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.

Admission and Registration Fee: The fee collected to process a student’s application and registration for his/her study at the University.

Application ID: A generated number, used to track the status of the submitted application before a decision is taken.

Seat Reservation Deposit: This is collected for certain programs in order to confirm the student’s acceptance of the offer letter. The deposit is debited from the student’s account for future use as part of the tuition fees of the first semester of study.

System of Education and Graduate Programs Offered

The University utilizes the credit hour system. This system requires that students earn a total number of credit hours, as determined by the University, to complete their program of study. The required number of credit hours is distributed over a certain number of semesters, depending on the program. All AU Graduate programs are accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Education – Higher Education Affairs, UAE.

The Graduate Programs Offered by AU

College	Degree	Total Credit Hours
Business Administration إدارة الأعمال	Master of Business Administration (MBA) ماجستري إدارة الأعمال Human Resource Management إدارة الموارد البشرية Financial Management الإدارة المالية Marketing التسويق	36
	Doctor of Business Administration (DBA) دكتوراه في إدارة الأعمال	60
Engineering & Information Technology الهندسة وتكنولوجيا المعلومات	Master of Science in Artificial Intelligence ماجستري العلوم في الذكاء الاصطناعي	30
Architecture, Art and Design العمارة والفنون والتصميم	Master of Science in Urban Design ماجستري العلوم في التصميم الحضري	30
Law القانون	Master of Law in Private Law ماجستري القانون في القانون الخاص	33
	Master of Law in Public Law ماجستري القانون في القانون العام	33
	Doctor of Philosophy in Law دكتوراه الفلسفة في القانون	57
	Postgraduate Diploma in International Commercial Arbitration دبلوم الدراسات العليا في التحكيم التجاري الدولي	24
Dentistry طب الأسنان	Master of Science in Restorative Dentistry ماجستري العلوم في طب الأسنان الترميمي	74
	Master of Science in Endodontics ماجستري العلوم في علاج الجذور ولب الأسنان	70
	Master of Science in Pediatric Dentistry ماجستري العلوم في طب أسنان الأطفال	67
Pharmacy & Health Sciences الصيدلة والعلوم الصحية	Master of Science in Clinical Pharmacy ماجستري العلوم في الصيدلة السريرية	39
Mass Communication الإعلام	Master of Public Relations and Corporate Communication ماجستري العلاقات العامة والتواصل المؤسسي	33
Humanities and Sciences الإنسانيات والعلوم	Professional Postgraduate Diploma in Teaching دبلوم الدراسات العليا المهنية في التدريس	24

Admission Requirements to AU graduate programs

Ajman University has entry conditions designed to admit students to pursue graduate degrees who show a potential for a high level of performance, based on their previous academic record and other indicators of ability.

- a. Applications for admission should be submitted online before the beginning of the semester according to the dates specified in the AU calendar.
 - For admission to Postgraduate Diploma programs or Master programs, the applicant must be a holder of a Bachelor's Degree issued in the UAE or its equivalent accredited by the UAE Ministry of Education – Higher Education Affairs.
 - For admission to a Doctorate program, the applicant must be a holder of a Bachelor's Degree & Master's Degree issued in the UAE or its equivalent accredited by the UAE Ministry of Education – Higher Education Affairs.

AU's admission policy is non-discriminatory and the decision to admit a student is made on a competitive basis, considering the number of available seats according to the University's available resources and CAA Standards and directives.

Full admission:

For Full admission, the applicant must satisfy the following:

- i. Applicants for the Professional Postgraduate Diploma in Teaching program must hold a four-year Bachelor's degree (any discipline), with a minimum CGPA of 3.0 on a scale of 4.0, or its equivalent.
- ii. Applicants for the Postgraduate Diploma in International Commercial Arbitration must hold a Bachelor's degree (any discipline), with a minimum CGPA of 3.0 on a scale of 4.0, or its equivalent. With a minimum of two to four years of professional experience in their field.
- iii. Applicants for Master's programs must hold a Bachelor's degree in the same discipline, with a minimum CGPA of 3.0 on a scale of 4.0, or its equivalent.
- iv. Applicants for Doctorate programs must hold a Master's degree in the same discipline, with a minimum CGPA of 3.0 on a scale of 4.0, or its equivalent.
- v. Bachelor's / Master's degree must be issued from an accredited university recognized by the Ministry of Education - Higher Education Affairs, UAE
- vi. Submission of a valid English Proficiency test certificate with the following scores:
 - For Professional Postgraduate Diploma in Teaching program or Master programs taught in Arabic, the applicant must achieve an EmSAT English with a minimum score of 950 or its equivalent.
 - For Postgraduate Diploma in International Commercial Arbitration, the applicant must achieve an EmSAT English with a minimum score of 1400 or its equivalent.
 - For Master's programs taught in English, the applicant must achieve an EmSAT English with a minimum score of 1400 or its equivalent.

(Applicants for Master programs taught in English may be exempted from the English proficiency requirement only for students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English-speaking country (e.g. UK, USA, Australia, New Zealand).

- For DBA program, the applicant must achieve an EmSAT English with a minimum score of 1400 or its equivalent. Applicants who achieved a score of 1400 in EmSAT English (or its equivalent) as an admission requirement for their Master's program (taught in English), can apply with their previous EmSAT English proficiency certificate or its equivalent. For Doctor of Philosophy in Law program, the applicant must achieve an EmSAT English with a minimum score of 1100 or its equivalent.
- vii. Passing the interview for the programs of DBA, Master of Science in Pediatric Dentistry, Master of Science in Endodontics, Master of Science in Restorative Dentistry, Master of Science in Clinical Pharmacy
- viii. Applicants must pay the admission fee.
- ix. Applicants for DBA program must pay the seat reservation fee.

Conditional admission requirements for Master programs and Postgraduate Diploma in programs

Subject to availability of seats, conditional admission may be granted if the applicant achieves a CGPA between 2.0 and 2.99 and/or if (the program is taught in English) his/her EmSAT English score is between 1250 and less than 1400 or its equivalent.

a) Conditional admission due to non-fulfillment of CGPA requirement

- a.1.** If the applicant has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.5-2.99 on a 4.0 scale or its equivalent and achieved an EmSAT English with a minimum score of 1250 or its equivalent, in that case, he/she may be conditionally admitted to the Postgraduate Diploma program or to one of the Master's programs. Students under this category will be allowed to continue in the program only if they meet the following conditions:
- Must take six credit hours of courses from the program's study plan (as per the advice of his/her academic advisor) in the first semester of study and
 - achieve a minimum CGPA of 3.0 on a 4.0 scale by the end of his/her first semester.
 - Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

Failure to meet the above conditions will result in dismissal from the program.

- a.2.** If the applicant has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.0-2.49 on a 4.0 scale or its equivalent and achieved an EmSAT English with a minimum score of 1250 or its equivalent, In that case, he/she may be conditionally admitted to the Postgraduate Diploma program or to one of the Master's programs. Students under this category will be allowed to progress to the graduate program only if he/she meets the following conditions during the first semester of conditional admission or be subject to dismissal:
- Must take a maximum of nine graduate-level credit hours as remedial preparation for the graduate program (these remedial courses are not for credit within the degree program).
 - Must achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses in order to progress to the graduate program.
 - Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

b) Conditional admission due to non-fulfillment of English Proficiency requirement

If the applicant has recognized Bachelor's degree and achieved an EmSAT English with a minimum score of 1250 or its equivalent in that case, he/she may be conditionally admitted to one of the Master's programs (taught in English). Students under this category must meet the following requirements during the first semester of conditional admission or be subject to dismissal:

- i. Must take six credit hours in the first semester of study.
- ii. Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first six credit hours of credit-bearing courses studied for the graduate program;
- iii. Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

c) If the applicant for the programs taught in Arabic has a recognized Bachelor's degree e, but has not achieved the required score in the English proficiency test, such a student may be conditionally admitted and must meet the following requirements during the first semester of conditional admission or be subject to dismissal:

- Must take six credit hours in the first semester of study,
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first six credit hours of credit-bearing courses studied for the graduate program
- Must achieve an EmSAT English with a minimum score of 950 or its equivalent, by the end of the student's first semester of study.

Admission to Master Bridge (Foundation) Program

The Bridge (Foundation) Program is a program intended to bridge the gap between a student's prior work (Bachelor's degree) and the background required for the Master's program he/she is entering. The courses in a bridge program typically do not carry degree credit.

The program coordinator may consider admission applications to the foundation program from students who satisfy the admission requirements of the program but they are holders of a Bachelor's degree in another area of specialization.

To transition from the foundation/ Bridge program to the Master program, a student must:

- Pass all the registered foundation courses specified by the program coordinator, with a minimum CGPA of 3.0 on a 4.0 scale.
- Obtain the (Management Appreciation Program) certificate for the MBA programs.
- Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

Important:

Applicants for the Master Bridge for the programs taught in English must obtain a minimum score of 1250 in EmSAT English or its equivalent before registering for their foundation courses.

Re-admission of Former Students

Students who have missed more than two consecutive semesters of enrollment (excluding the summer semester) at the University may apply for re-admission and obtain a new students ID. The previous courses which the student has completed will be considered if they are still included in the current study plan.

To be eligible for re-admission, the following conditions must be met:

- a. The applicant was not subject to behavioral dismissal from AU.
- b. The applicant was not academically warned.
- c. The applicant must satisfy the admission requirements effective at the time of re-admission.
- d. Courses that might have been completed at another institution (during the absence period) may be considered as per the course transfer policy.
- e. All fees, charges, and dues owed to the University must be paid in full.

Documents Required for Admission to the Graduate Programs

An application is considered complete if the applicant submits the following documents to the Unit of Student Recruitment and Admissions:

- Official university transcripts and graduation certificates certified by the appropriate authorities.
- An Equivalency Certificate obtained from the UAE Ministry of Education for Bachelor /Master degrees issued from universities outside the UAE
- A valid Certificate of proficiency test in English:
 - i. For Master programs taught in English: a minimum score of 1400 in EmSAT English or its equivalent. Applicants for Master programs taught in English may be exempted from the English proficiency requirement only for those students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English speaking country (e.g. UK, USA, Australia, New Zealand).
 - ii. For Professional Postgraduate Diploma in Teaching program and all Master programs taught in Arabic: a minimum score of 950 in EmSAT English or its equivalent.
 - iii. For DBA program: a minimum score of 1400 in EmSAT English or its equivalent. Except for applicants who achieved a score of 1400 in EmSAT English (or its equivalent) as an admission requirement for their Master's program (taught in English). can apply with their previous EmSAT English proficiency certificate or its equivalent.
 - iv. For Doctor of Philosophy in Law: a minimum score of 1100 in EmSAT English.
- A valid passport copy with a valid residence.
- A valid Emirates ID copy (for UAE nationals and residents)
- A valid certificate of good conduct issued by official authorities.
- Status of UAE National Service or exemption of the Military National Service (UAE Male applicants).
- Recent colored photograph passport-size.
- CV and experience certificate.
- Two recommendation letters.
- Medical check-up

Notes:

1. Other requirements might apply. The Unit of Student Recruitment and Admissions has the right to request any supporting documents.
2. Unattested scans will be accepted to start the application process. However, applicants will be required to submit attested original documents before enrolling at AU.
3. Applicants who applied for the equivalency certificate from the UAE Ministry of Education but did not complete the equivalency process by the time of registration will be allowed to register provided they submit a conditional admission letter from the UAE Ministry of Education.
4. The decision to admit an applicant is made on a competitive basis, considering the number of available seats in the program.
5. AU does not take into consideration Institutional TOEFL scores obtained in another institution.
6. Applications for admission are processed only after payment of the non-refundable Application and Admission fees for Graduate programs.
7. Seat reservation deposit is required for the DBA program
8. A fee is required for the evaluation of courses to be transferred. The fee will be refunded if the student is admitted.

Certification of Documents

Newly-admitted students are requested to have their documents certified before the end of the first semester of study, otherwise, their registration will be canceled.

- a. Official Bachelor's and Master's university transcripts and graduation certificates obtained in the UAE must be certificated by the UAE Ministry of Education - Higher Education Affairs, UAE.
- b. Official Bachelor's and Master's university transcripts and graduation certificates obtained abroad must be certified from the country of origin by the authorized educational authority, the country's Ministry of Foreign Affairs and the UAE Embassy.

Admission Validity

Admission to a Graduate program is valid only for the semester which is indicated in the admission letter offer. If an admitted student does not join the program during that semester, the admission offer will be canceled with no refund of the application and admission fees. However, an admitted student, who did not join his/her program, could re-apply for admission to the same program or another program, subject to payment of the re-admission fee.

Admissions and Registration Fees

- a. Applications will be processed by the Unit of Student Recruitment and Admissions only after payment of the non-refundable application and admission fees.
- b. If the application is rejected in all choices, the admission fees will be refunded to the applicant.
- c. Students admitted to certain programs are required to pay a seat reservation deposit. The deposit should be paid before the end of the deadline mentioned in the offer letter.
- d. Failure to pay the deposit will result in the cancelation of admission offer.
- e. This deposit is deductible from the tuition fees of the semester for which admission was given.

- f. The Finance department sets the admission and seat reservation fee on the following links:

Booklet: [https://www.ajman.ac.ae/upload/files/financial_documents/2024-25/Booklet_AY_2024-25 - Eng %26 Ara.pdf](https://www.ajman.ac.ae/upload/files/financial_documents/2024-25/Booklet_AY_2024-25_-_Eng_%26_Ara.pdf)

Payment Terms:

[https://www.ajman.ac.ae/upload/files/financial_documents/Payment Terms \(English %26 Arabic \).pdf](https://www.ajman.ac.ae/upload/files/financial_documents/Payment_Terms_(English_%26_Arabic).pdf)

Document History			
Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial policy	Office of Admissions and Registration
V 1.1	20/09/2012	Revised – minor changes	Associate VP for Academic Affairs
V 2.0	8/09/2019	Major changes to terms of admission to graduate programs	Registrar
V 3.0	01/06/2021	Major changes in admission requirements	Office of Admissions and Registration
V 4.0	06/01/2022	Revised as per the CAA approved changes of MSc in Clinical Pharmacy, and MSc in Urban Design	Office of Admissions and Registration
V 4.1	19/09/2022	Updated the office name, Office of Admissions and Registration to reflect the new structure Unit of Student Recruitment and Admissions.	Unit of Student Recruitment and Admissions
V 4.2	10/07/2023	This policy has been updated with the new admission criteria approved by the UAE Ministry of Education	Unit of Student Recruitment and Admissions
V 4.3	07/02/2024	The EmSAT Arabic requirement has been removed, in line with MoE email communication.	Unit of Student Recruitment and Admissions
V 4.4	24/07/2024	The policy has been updated to also include the admission requirements of newly accredited program Postgraduate Diploma in International Commercial Arbitration	Unit of Student Recruitment and Admissions

Transfer Admission Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA Office of Registration
Approved By	Chancellor	Effective Date	July 2023
		Next Review Date	July 2026

Purpose

This document sets out the University's policy on transfer admissions of students enrolled in accredited undergraduate or graduate degree programs at other institutions.

Definitions

- University: Ajman University.
- Admissions Period: The period during which applicants can submit their admission application to the Unit of Student Recruitment and Admissions.
- Application Level: Admission application category, whether undergraduate, graduate or transfer.
- Active Application: An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
- Admissions Offer Letter: A letter issued by the Unit of Student Recruitment and Admissions and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- Application Rejection Letter: A letter issued by the Unit of Student Recruitment and Admissions and sent to the applicant notifying them of the rejection of their admission application.
- Waiting List: A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- Admission fee: The fee collected to process the admission application.
- Admission and Registration Fee: The fee collected to process a student's application and registration throughout his/her study at the University.
- Application ID: A generated number to track the status of the submitted application before a decision is taken.
- Seat Reservation Deposit: This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.
- Transcript: A record, normally printed, detailing, for a given qualification/award, formally recognized 'parcels' of learning outcomes achieved against the standards/requirements set by the relevant accreditation/awarding body.

- **Credit Hour and the Credit System:** One-semester credit equals approximately 1 hour in class per week over a semester of 15 weeks or longer. It is assumed that a student spends two hours outside of class in independent learning or specific course assignments for every hour in class. This implies that one academic credit equates to a 45-hour commitment to learning over a semester. For laboratory or studio-based courses, the allocation of credit differs; 1-semester credit normally is given for two hours of laboratory or studio time per week over a 15-week or longer semester.

Transfer of Undergraduate Students from Accredited Institutions

Students from accredited institutions of higher education may apply for admission to the AU program in the same field of study if they have been of good academic standing, i.e., their Cumulative Grade Point Average (CGPA) is a least 2.0 on a scale of 4.0 or the equivalent and if they have not been subjected to academic or disciplinary dismissal.

However, students who have not been of good academic standing (i.e. those with a CGPA of less than 2.0 on a scale of 4.0) but have not been subjected to academic or disciplinary dismissal may be allowed to transfer only to programs in a field distinctly different from the one in which they were enrolled at the institution they previously attended. And only the transfer of credited General Education courses may be considered.

Terms and Conditions of Courses Transfer:

- The transferred student fulfils the requirements for full admission to Ajman University, (including a valid English language proficiency certificate with the required score for the program). In addition, does not allow, under any circumstances, transfer students to be admitted under the provisions stipulated for conditional admission.
- The grade obtained on the previous course must be at least C (2.0 on a 4.0 scale) irrespective of the course status “Satisfactory, Good, etc.”, or the grade that corresponds to “Merit/Good” for institutions using a different grading scale.
- The number of credit hours for the course is not less than that of the AU equivalent course.
- The course content from the former education institution should be similar to that of the corresponding course offered at AU.
- The responsibility for approving the credit transfer lies with the college (Transfer Committee) that offering the program, provided that all administrative requirements are fulfilled.
- AU does not grant credit twice for substantially the same course taken at two different institutions.
- AU will not transfer courses from an awarded Bachelor's degree. However, transfer courses from a diploma degree may be applicable based on the dean's college approval. Only grades obtained from courses taken at AU will be considered in the calculation of a student's CGPA, i.e. grades obtained from transferred courses at the previous institution will not be considered in the computation of the CGPA at AU.
- The transferred course will be marked in the transcript with the letter (T) only when the Office of Registration receives the required documents attested from MOE in addition to completing successfully the authenticity process.
- AU does not grant transfer students a degree unless they complete at least 50 percent of the total credit hours of the program, including the majority of the last 30 credit hours of the program study plan at AU.
- Limits transferred credits for Undergraduate programs to a maximum of 50% of the total credits required for the program.

- The transfer of credits for clinical training is permissible only when done in the UAE or exceptional circumstances, upon review and approval of a waiver to this requirement by the CAA.
- The graduation projects and thesis are not subject to transfer.
- Courses description for required courses must be stamped by the former educational institution and submitted to the Office of Registration.
- The applicant must disclose his/her desire to transfer courses from the previous university during the admission stage, otherwise, he/she bears full responsibility.
- The Ministry of Education will be contacted to ensure that the information for academic records issued outside the country is verified. In case of failure of receiving positive feedback from MOE-UAE, pre-equated courses from the former educational institute must be registered at AU the following semester.
- The Office of Registration has the authority to verify the authenticity of the academic records information from the previous educational institution after getting consent from the student. The decision to admit an applicant is made on a competitive basis, considering the number of available seats as determined by each college as well as the priority is given to fresh graduates
- A fee of AED 500 will be charged for the evaluation of courses to be transferred. The fee will be refunded only if the student is admitted.

Transfer of Graduate Students from Accredited Institutions

A Graduate Student from accredited institutions of higher education who have not been subjected to academic or disciplinary dismissal may apply for admission to the AU Graduate programs and may transfer accredited courses to students who are transferring to a similar program to one studied previously.

Terms and Conditions of Courses Transfer:

- The transferred student fulfills the requirements for full admission to Ajman University, (including a valid English language proficiency certificate with the required score for the program). In addition, does not allow, under any circumstances, transfer students to be admitted under the provisions stipulated for conditional admission.
- The transfer student has been of good academic standing, i.e., their Cumulative Grade Point Average (CGPA) is a least 3.0 on a scale of 4.0 or the equivalent.
- The grade obtained on the previous course must be at least B (3.0 on 4.0 scale), irrespective of the course status such as "Good, Very Good, etc.", or the grade that corresponds to "Merit/ Very Good" for institutions using a different grading scale,
- The number of credit hours for the graduate course is not less than that of the AU equivalent graduate course.
- The responsibility for approving the credit transfer lies with the college (Transfer Committee) that offering the program, provided that all administrative requirements are fulfilled.
- The course content from the former educational institute be similar to that of the corresponding course offered at AU.
- The course is not a course of the Pre- Master foundation Program.
- AU does not grant credit twice for substantially the same course taken at two different institutions.
- AU will not transfer courses from an awarded degree.
- Only grades obtained from courses taken at AU will be considered in the calculation of a student's CGPA, i.e.: grades obtained from transferred courses at the previous institution will not be considered in the computation of the CGPA at AU.

- AU does not grant transfer students unless they complete at least 75 percent of the total credit hours of the program including the majority of the final year courses at AU.
- Limits transferred credits for Master's programs to a maximum of 25% of the total credits required for the program.
- The transferred courses should not constitute the majority of courses of the 2nd year of the program.
- The transfer of credits for clinical training is permissible only when done in the UAE.
- The graduation projects and thesis are not subject to transfer.
- For the Doctorate of Philosophy in Law program, course transfer can only be within two years after passing the course.
- A transcript indicating the courses studied at the previous institution is required and it should be certified/attested by MOE, Transfer credit hours will be reported on the AU Transcript only when the Office of Registration receives the authenticity of the transcript from the former institution of the student and MOE.
- Courses description for required courses must be stamped by the former educational institution and submitted to the Office of Registration.
- The applicant must disclose his/her desire to transfer courses from the previous university during the admission stage at most, otherwise, he/she bears full responsibility if the transfer of courses is not accepted, or the response is delayed.
- A fee of AED 500 will be charged for the evaluation of courses to be transferred. The fee will be refunded if the student is admitted only.
- The transferred course will be marked in the transcript with the letter (T) only when the Office of Registration receives the required documents attested properly in addition to completing successfully the authenticity process.

Evaluation and Award of Transfer Credit

AU's evaluation and award of transfer of credit ensure an appropriate determination of student's knowledge in required subject areas. In addition, AU provides ease of transfer of credits for students transferring from a higher education institution with an established articulation agreement with AU, and in case of receiving instructions from CAA. A list of institutions with an articulation agreement with AU shall be made available on the AU's Admissions webpage.

AU ensures that there is a quality oversight of credits awarded and consideration for other accredited institutions. In coordination with the Office of Registration, the concerned department representatives with subject matter specialists in making decisions regarding transfer admissions, transfer of credit, and advanced standing determine the transfer of credit.

Documents Required for Course Credit Transfer Evaluation:

- A Certified copy of the Transcript
- A certified copy of the detailed course description of the course that includes the learning outcomes of the course and/or course information from the catalogs, course syllabi, and other materials sourced from direct communication between knowledgeable and experienced faculty and staff at AU and the sending institutions. Valid English Proficiency certification such as EmSAT, TOEFL, IELTS, or other certification with the required score.

The course transfer documents are reviewed by the evaluators of the respective Department. Acceptance of transfer of credit is not solely dependent on the accreditation status of the sending institution. Also, a credit will not be given twice for substantially the same course taken at two different institutions. AU may accept previous work, but may also determine previous work to have no applicability to a specific degree at AU. AU will fully disclose the evaluation findings and its implications to the students before they decide to enroll. The course credit transfer evaluation usually takes five (5) days from receiving the request. Written notification will be sent to the student prior to admission of the transferability of credit, and how much the accepted credit will be applied to the degree program at AU. Records of all decisions and related documents are maintained by the Office of Registration.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	Dean of Admissions and Registration
V 1.1	20/09/2012	Policy Reviewed – minor changes	Associate VP for Academic Affairs
V 1.2	11/11/2018	Minor change to transfer in graduate programs - acceptance of capstone courses or projects.	Vice Chancellor for Academic Affairs
V 2.0	8/09/2019	Major changes to terms of transfer to undergraduate and graduate programs	Vice Chancellor for Academic Affairs
V 2.1	13/10/2020	Minor change - added the section "Evaluation and Award of Transfer Credit"	Vice Chancellor for Academic Affairs
V 2.2	10/02/2021	Minor change- updated English proficiency requirement	Office of Admissions and Registration
V 2.3	21/03/2021	Minor change- updated Transfer of Graduate Students from Accredited Institutions	Office of Admissions and Registration
V 2.4	19/09/2022	Updated <i>Terms and Conditions of Courses Transfer</i> and the name of the office from Office of Admissions and Registration to Office of Registration.	Office of Registration
V 2.5	25/07/2023	Minor change in the Terms and Conditions of Courses Transfer as required by CAA – added bullet 5.	Office of Registration

International Student Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of International Academic Affairs (OIAA)
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Definition

International students pertaining to this policy are those who have received their high school certificate outside the UAE and are coming to the UAE for the purpose of joining AU.

Introduction

The University ensures its commitment to the delivery of quality training and education for international students. This policy outlines the commitments to be carried out while maintaining national and international standards.

Purpose

In order to support AU's educational objective for international students, this Policy will:

- require AU offices to take reasonable steps to protect international students who are studying or wish to study at AU, and
- facilitate positive student experiences for international students while studying in the UAE, as much as possible, which will contribute to their educational success.

Policy Statements

In this policy, the framework below is provided as follows:

I. Marketing Practices & Information

In order to maintain its integrity, transparency, and reputation, the University will ensure that the marketing of educational services is ethical, professional, and accurate. The name of the University is clearly identified in all marketing and communication materials, whether in hard copy or electronic format. The University offers and promotes academic programs that comply with high quality standards and are accredited locally and internationally. All information shared is correct, properly authenticated, and regularly updated.

II. Education companies and recruitment agents

All reasonable measures will be taken by the University to ensure that recruitment agencies act honestly and with integrity, and have an understanding and knowledge of the UAE international education industry.

III. Students aged Under 18

International Students under the age of eighteen (18) must be sponsored by their parents or legal guardians.

IV. Student Engagement before Enrollment

Recruiting students at the University will follow ethical and responsible practices. The University provides applicants with information to help them make informed decisions about their options of study at the University. An assessment process will be applied by the University to determine if the applicant's credentials, level of English language proficiency, and any other certification are adequate for the program in which he or she wishes to enrol. Applicants will also undergo personal interviews with their Colleges in some programs. All applicants must pay an application fee.

V. Formalization of Enrollment

- The Office of Admission is responsible for reviewing the admission application and issuing the appropriate decision.
- Certificates obtained abroad must be certified by the country of origin by the authorized educational authority, the country's ministry of foreign affairs, and the UAE Embassy.
- AU's admission policy is non-discriminatory, the decision to admit an applicant is made on a competitive basis, considering the number of available seats as determined by the individual college and the applicant's credentials and final CGPA.
- Students will receive an admission letter (Full Admission/Conditional admission) confirming that they are admitted to a certain program.
- The applicants have to pay for a seat reservation if required.
- Applicants who applied for the equivalency certificate from the UAE Ministry of Education but did not complete the equivalency process by the time of registration will be allowed to register provided that they sign a conditional admission contract and they must submit a copy of the Ministry of Education equivalency application receipt.
- All new students, including International students, are contacted by their colleges to advise and guide them through the registration process.

VI. Student support services

The University will provide students with the following support to help them adjust to studies and life in the UAE:

- Orientation that is culturally appropriate and that explains student support services, facilities and resources, emergency and health services, student visa requirements, and the process for filing complaints and appeals;
- Transitioning to life and studying in a new environment, and accommodation challenges;
- A wide range of events, activities, and programs that enrich student life.
- Designated staff member(s) who are aware of the University's obligations under the UAE MOE standards that regulate the delivery of educational services to international students and who are assigned as official contacts who can assist the enrolled students.

VII. Complaints and appeals

AU has in place several policies through which any AU student, including international students, can file a complaint concerning academic and non-academic issues. Students' concerns, complaints, appeals, and review procedures will be independently and confidentially handled by the concerned offices.

VIII. Cancellation, suspension of the student's enrolment

- Students whose visa will be sponsored by AU, will be informed by the University of all the permissible circumstances for cancellation, suspension, or deferment of their enrolment and the impact on their visa status.
- Student requests for suspension or deferral of enrolment will be assessed by the University, while considering the MOE requirement to complete studies within an expected duration.
- A cancellation of enrolment must be submitted to the Registrar's Office by the students. The student's visa will be canceled, and the student may be required to leave the UAE. A student's enrolment can be suspended or cancelled by the University on the grounds of misconduct, if the student behaves in any manner that breaches the [Student Handbook](#), or the [Procedures and Policies Manual](#), the college's Code of Conduct, or the AU [Rules of Residency](#).

The University reserves the right to cancel an offer of admission in cases of non-payment of fees or failure to satisfy all requirements, or if it is found that admission was obtained through the use of incomplete, falsified, altered, or embellished information. In such situations, should a student enroll in a program, any credits earned by the students at the University will be revoked, and a transcript will not be issued to the student.

IX. Educational resources, staff capability, and premises

- The University must ensure that it has sufficient capacity, facilities, and resources to deliver registered courses.
- If the University has an intention to relocate its premises, including its head office or campus location, it must notify the students at least one month before the move.
- To ensure students receive quality services, the University will ensure its staff members are suitable in terms of qualification and experience.

X. Criminal background checks on international students residing in the dorms

The University will obtain and keep records of up-to-date police criminal background checks on international students' resident in campus accommodation.

Supporting Links

[Student Handbook 2024-2025](#)

[Policies and procedures manual 2024-2025](#)

Document History

Version	Date	Update Information	Author/Reviewer
V 1.00	06/10/2023	Initial Policy	Office of International Academic Affairs

Student Orientation Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Purpose

This policy is established to guide students with their transition into university life. Ajman University (AU) follows different activities to welcome, support and assist students in their transition to a new educational experience. This policy details the provisions and services that are provided to the newly admitted students.

Scope

This policy applies to students, faculty and staff that are involved in student orientation.

Policy Statement

AU provides orientation to newly admitted students each semester. In this regard, various orientation activities are designed to provide the new students with the required information to assist them and to ease their transition from high-school to university. These activities include a special orientation program that is designed and run multiple times throughout the academic year. It aims to familiarize students with academic and non-academic services and programs, such as information about their academic program and its curriculum, co-curricular activities, student-related policies, facilities, sports, and Environmental Health and Safety. Moreover, students are informed of the services provided by the Counselling Unit, Student Success Center, Medical Services, Scholarship and Financial Aid, IT services, international opportunities and exchange programs, Library and learning resources, student housing, career and future opportunities, etc.

The Deanship of Student Services (DSS) engages different offices at AU for delivering these orientation sessions in order to provide students with comprehensive information about their new journey at AU. The Office of Registration is responsible for communicating the Student Orientation Program and other relevant resources. The Office of Student Life assigns trained senior students from the AU Peer Leaders' body to support and mentor new students and help them during their transition from school to university life.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	03/05/2023	Initial policy	Deanship of Student Services

People of Determination Policy

Policy Owner(s)	Chancellor	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	October 2023
		Next Review Date	October 2026

Purpose

Ajman University (AU), in line with its values and in compliance with the “National Policy for Empowering People with Special Needs” has established this policy to ensure that all those with special needs or People of Determination among its students, faculty, staff and visitors are treated in fair and equitable manner.

Definition

People of Determination (POD): Under the provision of the United Arab Emirates Federal Law No. 29 of 2006 and the Federal Law No. 14 of 2009, the law defines a person of determination as “every person suffering from a temporary or permanent, full or partial deficiency or infirmity in his/her physical, sensory, mental, communicational, educational or psychological abilities to an extent that limits his/her possibility of performing the ordinary requirements”.

Scope

This policy applies to all students, faculty, staff and visitors at AU that are known as People of Determination.

Policy

AU is committed to providing equal access to academic programs, and a supportive environment where students with special needs or with disability, referred to as “People of Determination”, are encouraged to join AU Community and fully participate in its academic experience without barriers or discrimination.

Similarly, AU provides a fair and equitable workplace and offers all individuals full opportunity to develop their potential. Accordingly, AU will identify and eliminate any discriminatory barriers, and shall advance the interests of all individuals regardless of their differences to ensure that fair and equal opportunity is afforded to all who seek employment at the University, regardless of their special needs or disability, nationality and gender.

In line with Article 12 of Federal Law No. 14 of 2009, AU is committed to undertaking all necessary steps to welcome applications from students, faculty, staff, and visits of people with special needs and provide them with access to equal opportunities in education, employment and other services, as appropriate.

Ajman University is committed to ensuring a safe and appropriate environment for students, faculty, staff, and visitors with special needs, by providing support and facilities for people of determination.

Responsibilities

- It is the responsibility of the students, faculty, staff and visitors to choose to either disclose or not disclose their disability.

- In case of non-disclosure during the registration, hiring, visit period, the University is not responsible for the provision of any reasonable possible adjustments, which might comprise the provision of specific exam adjustments, learning support, housing adjustments, scholarship/ discounts according to Scholarships and Discounts Policy, and/or parking pass.
- The students should report any disability by the beginning of each semester, or during the academic year, if any.
- The University will take into consideration cases where students, faculty and staff health situation changes during the course of their academic studies or employment at AU.

Provisions for Students

To encourage the inclusion of “People of Determination” in education, AU may provide scholarship/ discount and/or a reasonable adjustment to students with a documented disability that makes them fall under one of the “People of Determination” categories recognized by the UAE Ministry of Education.

Recognized disability categories are as follows:

- Auditory Impairment
- Visual Impairment
- Physical Disability
- Speech and Language Disorders
- Autism Spectrum Disorders

A. Student of Determination Disclosure and Scholarship Grant

1. It is up to students to disclose their disabilities if they so desire; to request accommodations and services related to their disabilities; to provide the necessary documentation of their disabilities as required by the institution
2. The POD medical file and documents are submitted to Office of Medical Services for validation, assessment and approval and eventual recommendations for further student support.
3. The office of medical service shall send the approved medical document to the students with disability (SD) committee. The SD committee shall communicate with the student to further inform him/her about the services offered to the student.
4. It is the responsibility of the student to declare the type of service s/he wishes to apply to, for instance, if the student wishes to apply for the PoD scholarship, s/he shall send an email to the SD committee declaring that desire.
5. Once receiving the student’s request, the SD committee shall submit a scholarship request for the student.
6. Scholarship eligibility and/or a reasonable adjustment for students enrolled on full-time or part-time basis in any Undergraduate or Graduate program, may be set and determined by the Chancellor based on the assessment report submitted by the student or his/her family and once approved by the Office of Medical Services.

The supporting documents should include:

- Disability Card (an exception can be given by the Chancellor).

- A current medical report (not older than 3 years) from an accredited health professional that describes the health condition/impairment, its academic impact, and mentions whether it is permanent or temporary.
7. For some cases, a psychological assessment is required besides the submitted documents; where a referral to AU Counseling Unit is required to have a full picture of the student's needs. The recommendations are shared with the concerned deans to set the needful support for the student.
 8. The office of the scholarship shall follow up with the student regarding the status of the student's request for a scholarship and will inform the student of the final decision.

AU POD Scholarship Grant

Scholarships for People of Determination (POD):

- Students of Determination shall be entitled to a scholarship throughout their study at the University according to Scholarships and Discounts Policy, as per a recommendation from a specialized committee formed for this particular reason. The recommended percentage of scholarship shall be approved by the Chancellor.
- The discount applies to all undergraduate programs.
- The student must maintain a CGPA of 2.00 or higher.
- The student must visit the University clinic and have his/her case approved.
- The Office of Scholarships and Financial Aid shall reflect the scholarship percentage on its system and convey the decision to the concerned student.
- The Office of Scholarships and Financial Aid and the Office of Medical Services may ask the student to submit reports from time to time that justify the continuity of the support.
- The Chancellor may at any time, for any reason, cancel the scholarship given to the student.

B. Student Services for People of Determination

Ajman University provides reasonable accommodation and equal access to cocurricular activities, events, programs and services for People of Determination with documented disabilities. Cocurricular activities that are provided to People of Determination are based on their condition's limitations and specialist's recommendations. People of Determination have equitable access to recreation and sport facilities on campus as far as feasible and affordable. AU Student Housing provides safe and specially equipped accommodations designed for People of Determination. In addition, an Emergency Plan has been established that takes into consideration the requirements for People of Determination; providing them with evacuation wheelchairs, specially designed ramps and wheelchair access slope at the entrance. Moreover, AU is welcoming all students of determination, and the Counseling Unit is keen on providing them with inclusive and sustainable academic and psychological needed support on campus and virtually.

The Deanship of Student Services (DSS) offers students and applicants an opportunity for confidential disclosure of personal information relating to mental health. For those with a documented mental health condition, the DSS relevant office assesses the support needed and arranges for reasonable adjustments to be made. The type of support may vary among students. These needs may include, but not limited to:

- Behavioral, social, or emotional support.
- Sensory.
- Physical Disability.
- Speech and Language Disorders.
- Communication and Interaction.

- Dyslexia –reading.
- Dysgraphia - writing/spelling.
- Developmental coordination disorder.

The Counseling Unit shall define a mechanism by which academic needs of students with special needs could be fulfilled. Accommodations may include specific examination arrangements. The provision of accommodations will be made within the parameters of the following factors:

- The nature of student circumstances and needs following consultation with the student and examination of available evidence and relevant assessments.
- The nature of the academic program of study.
- The likely effectiveness of the adjustment in removing the disadvantage.
- The practicality of the adjustment, taking into account: disruption, health and safety issues, the reasonable expectations of others and external factors (for example, factors in relation to student placements).

Student accommodations are designed to support students with learning challenges so they can achieve their academic potential. These accommodations vary according to each case. Additional information is available in the Counseling Unit.

Emergency Procedures

The following Emergency Procedures for Persons with Disability are available in the Office of Medical Services:

- Refer to AU Emergency Plan and Procedures (November 2020)
- Fact Sheets: Emergency Procedures for Persons with a Disability
- Assisting individuals with disabilities in an emergency:
 - Individuals Who Are Blind or Have Low Vision
 - Individuals Who Are Deaf or Hard of Hearing
 - Individuals with Mobility Limitations – (non-wheelchair user)
 - Individuals with Mobility Limitations - (wheelchair user)
 - Individuals with Psychological Disabilities.

Miscellaneous

1. This Policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
2. The Chancellor is responsible for handling any issues that might arise and are not covered in this Policy.
3. In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
4. Any exceptions to this Policy must be well justified and raised to the Chancellor for a final decision.



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	20/04/2021	Initial policy	Vice-Chancellor for Academic Affairs
V 1.1	07/03/2023	This policy is updated to include faculty, staff and visitors that are categorized as POD.	Office of the Chancellor
V 1.2	10/10/2023	Minor update on workflow of students with disability registration and applying for the services provided to them.	Counseling Unit

Scholarships and Discounts Policy

Policy Owner	Vice Chancellor for Communication and Community Affairs	Responsible Office	Office of Scholarship & Financial Aid
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Article 1 General Definitions

The terms below shall have the following meanings:

1. **University:** Ajman University.
2. **Scholarship/Discount:** A full or partial waiver of tuition fees granted by Ajman University to its students.

Article 2 General Provisions

The provisions hereunder shall apply to the following scholarships and discounts specified in this policy:

1. Scholarships and discount percentages are applicable solely to tuition and laboratory fees. They do not cover training fees or other financial obligations.
2. Scholarships and discounts are not applicable to the foundation year across all majors.
3. Eligibility for scholarships or discounts is limited to the Fall and Spring semesters. Newly admitted students registering in their initial Summer semester are not eligible, with specific exceptions noted in clause (4, 6 & 7).
4. Students registering for summer courses included in a CAA-approved study plan may qualify for a scholarship or discount as per the University's policies.
5. The College's Dean shall provide the Office of Scholarship and Financial Aid with eligible students' names per their study plan.
6. A 40% discount is applied to summer courses with a study-abroad component, arranged by the College and the Office of International Academic Affairs. The Office of International Academic Affairs shall provide the Office of Scholarship and Financial Aid with the names of eligible students based on the course sections.
7. A 50% discount is applied to out-of-country summer internship course/s arranged by the College and the Office of International Academic Affairs. The Office of International Academic Affairs shall provide the Office of Scholarship and Financial Aid with the names of eligible students based on the summer internship course/s.
8. For regular students, scholarships/discounts do not cover the tuition fees for failed courses or courses withdrawn after the Add & Drop period (this does not apply to recipients of a promotional discount).
9. Students are entitled to one discount or scholarship per semester. If a student is eligible for more than one discount or scholarship, s/he will be awarded the highest one. However, eligible students may benefit from a promotional discount along with another kind of discount.

10. Students may change majors within the same college; however, transferring to another college requires approval from the Chancellor or his authorized representative.
11. If an undergraduate student's CGPA falls below 2.00, the scholarship/discount is suspended. Students have one opportunity to regain their scholarship/discount by raising their CGPA above 2.00 unless otherwise specified and must apply in person to do so. Should the CGPA fall below 2.00 a second time, the scholarship/discount will be permanently discontinued.
12. Postgraduate students will be permanently ineligible for scholarships/discounts if their CGPA falls below the minimum requirement of 3.00 unless otherwise specified.
13. Students are entitled to obtain or claim a scholarship/discount only after meeting all required conditions and from the start date of classes as determined by the academic calendar issued by the Office of Registration. The entitlement expires after the designated submission period ends, as specified by the University's administration each semester. If the end date of this period is not specified, it concludes at the end of the semester for which the scholarship/discount is applicable.
14. Students who submit an e-request for a scholarship/discount at the beginning of each semester, accompanied by a valid document, will remain eligible for this benefit throughout the same semester, even if the document expires following the completion of the activation process.
15. If students cease to register for courses, they must reapply to retain their scholarship/ discount upon registration again. Failure to reapply may result in the loss of the scholarship/ discount.
16. The University reserves the right to reassess students' ongoing eligibility and to immediately withdraw the scholarship/discount if students are found to have misrepresented any aspect of their eligibility, even retroactively.
17. Scholarships/discounts are allocated solely with the Chancellor's approval and are not inherent rights. Notwithstanding any provisions in this Policy or any other policy, agreement, or MoU, the Chancellor may refuse to approve a scholarship/discount for any student based on a justified recommendation from a Cabinet member.
18. Notwithstanding any provision in this Policy or any other policy, agreement, or MoU to the contrary, the Chancellor may suspend or withdraw any scholarship/discount, regardless of the initial eligibility criteria, based on a justified recommendation from a Cabinet member, at any time and without prior notice.
19. A recommendation to withdraw or revoke a scholarship/discount is considered justified if supported by academic, financial, or disciplinary reasons. For instance, a student's failure to meet financial obligations to the University may prompt such a recommendation.
20. All university policies and regulations apply uniformly to all students.

Article 3 Scholarships for High School Toppers

1. High school toppers nationwide, across both general and advanced streams, qualify for full or partial scholarships for all undergraduate programs until graduation, contingent upon maintaining a minimum CGPA of (3.6). Proof of rank shall be submitted after the announcement of high school certificate results and before the beginning of the academic year. The scholarships are allocated as follows:

First top student, UAE	100%
Second top student, UAE	75%
Third top student, UAE	50%

2. The top three high school students from the Emirate of Ajman, in both general and advanced streams, qualify for full or partial scholarships during any undergraduate program, contingent upon maintaining a minimum CGPA of (3.6). Proof of rank shall be submitted after the announcement of high school certificate results and before the beginning of the academic year. The scholarships are allocated as follows:

First top student, Ajman	100%
Second top student, Ajman	75%
Third top student, Ajman	50%

3. Top students from designated countries are eligible for a 100% permanent scholarship in all undergraduate programs until graduation, contingent upon maintaining a minimum CGPA of (3.6). Proof of rank shall be submitted after their country's high school results are announced and before the academic year begins.

Approved Countries:

1. Saudi Arabia	7. Jordan	13. Tunisia	19. Philippines
2. Sultanate of Oman	8. Lebanon	14. Morocco	20. Nigeria
3. Kuwait	9. Syria	15. Afghanistan	21. Korea
4. Bahrain	10. Egypt	16. Pakistan	22. China
5. Iraq	11. The Sudan	17. Kazakhstan	23. Kenya
6. Palestine	12. Algeria	18. India	24. Ghana

4. High school students with a CGPA of 99% and above in their UAE high school certificates or equivalent certificates (per the University's admission rules) receive a 30% discount for all undergraduate majors in their first semester of enrolment (Fall or Spring only), except for the College of Medicine and the College of Dentistry. From the academic year 2025-2026 onwards, this discount increases to 45%.
5. High school students applying to the College of Medicine & Dentistry with a CGPA of 99% and above receive a 30% discount for their first semester of enrolment (Fall or Spring only). The number of beneficiaries for this discount in the College of Medicine is capped at five, with the Chancellor awarding the discount at his discretion if multiple students obtain the same CGPA. If a top student

qualifies for more than one scholarship/discount, only the highest discount will be awarded. If the total number of recipients does not exceed five, an additional qualifying student will be considered.

6. Students with a CGPA of 95% and above in their UAE high school certificates or equivalent certificates (as per the University's admission rules) are eligible for a 20% discount on their tuition fees if they are admitted to the College of Medicine and the College of Dentistry in the undergraduate programs for their first semester of enrolment (Fall or Spring only), provided that all requirements are met.
7. Students with a CGPA of 90% and above in their UAE high school certificates or equivalent certificates (as per the University's admission rules) are eligible for a 20% discount on tuition fees in their first semester of enrolment (Fall or Spring only) for undergraduate programs in colleges other than Medicine and Dentistry, provided that all requirements are met.

Article 4 Discount of Excellence and Prime Colleges

1. Undergraduate students who enrolled before the academic year 2020-2021 are eligible for the following discounts based on their GPA:
 - 20% discount of excellence for students completing 15 credit hours or more in the previous semester (first or second) with a GPA of (3.8) or above.
 - 10% discount of excellence for students completing 15 credit hours or more in the previous semester (first or second) with a GPA between (3.6) and (3.799).
2. Undergraduate students who enrolled in the first semester of the academic year 2020-2021 onward are eligible for the following discounts based on their GPA:
 - 20% discount of excellence if s/he completes 15 credit hours or more in the previous semester (first or second) with a GPA of (4.00).
 - 15% discount of excellence for students completing 15 credit hours or more in the previous semester (first or second) with a GPA between (3.8) and (3.99).
 - 10% discount of excellence for students completing 15 credit hours or more in the previous semester (first or second) with a GPA between (3.6) and (3.79).
3. Students whose CAA-approved study plans require less than 15 credit hours per semester must enroll in the minimum number of credit hours specified in these plans to qualify for the discount of excellence.
4. Top achievers in all undergraduate programs will be awarded a scholarship for the subsequent semester based on their academic performance:
 - a. 100% for the top achiever on the college level
 - b. 75% for the second achiever on the college level
 - c. 50% for the third achiever on the college level

The Office of Registration shall provide the Office of Scholarships and Financial Aid with a list of the top achievers in all colleges. This list must be approved by the appropriate authority in the University.

Article 5 Scholarships for Innovative/Creative Students

- One student per year shall be eligible for an Innovative/Creative scholarship at the University as per a recommendation from a specialized committee formed for this particular reason. The recommended percentage of the scholarship shall be approved by the Chancellor.
- The discount applies to all undergraduate programs.
- The student must maintain a minimum CGPA of (2.5).

Article 6 Discounts for Ajman University Alumni and their Families

These discounts are only for Ajman University alumni and their families. They shall only apply to the students enrolled in the first semester of the academic year 2018-2019 and onward.

Alumni Discounts

❖ AU Alumnus Discount:

- Students enrolled in all graduate programs.
- Discounts are based on the alumni's previous CGPA, calculated out of (4.0), as follows:
 - 25% discount for a CGPA of (3.00) to (3.59).
 - 30% discount for a CGPA of (3.60) to (3.79).
 - 40% discount for a CGPA of (3.80) to (3.99).
 - 50% discount for a CGPA of (4.00).
- The discount percentage changes as per the previous CGPA.
- The student must maintain a minimum CGPA of (3.00).
- The discount shall be irremediably discontinued if the student's CGPA falls below (3.00).
- The discount does not include the Foundation Year.

❖ Spouse Discount:

- Spouses are eligible for a 20% discount in all graduate programs.
- The student must maintain a minimum CGPA of (3.00).
- The scholarship/discount shall be irremediably discontinued if the student's CGPA falls below (3.00).
- The discount does not cover the Foundation Year.

❖ Spouse and Children Discount for all Undergraduate Programs:

- Spouses and children are eligible for a 10% discount in all undergraduate programs.
- The student must maintain a minimum CGPA of (2.00).

Article 7 Scholarships for the People of Determination

- Students of determination are eligible for a scholarship throughout their entire study period at the University, as per a recommendation from a specialized committee formed for this particular reason. The recommended percentage of the scholarship shall be approved by the Chancellor.
- The discount applies to all undergraduate programs.
- The student must maintain a minimum CGPA of (2.00).

Article 8 Discounts for Ajman University Employees

(All colleges except for the College of Medicine)

1. A resident faculty member may apply for a tuition fee discount for his family members (two seats per semester) as detailed in clause (3).
2. A full-time administrative or support staff member who has passed the probation period and formally appointed to his/her position may apply for a scholarship to his family members or himself (two seats per semester) and as per the details in clause (3)
3. The following percentages are applied:
 - 3.1. A full-time administrative or support staff member whose scholarship application is approved will be eligible for a 75% discount at any college except the College of Medicine, the College of Dentistry, and the Pharmacy program (for undergraduate studies only).
 - 3.2. A full-time administrative or support staff member is eligible for a 30% discount when s/he enrolls in any graduate program. This discount shall be applied throughout the entire period of graduate studies, provided that the student maintains a minimum CGPA of (3.00).
 - 3.3. Children enrolled in any undergraduate program:

No.	Dentistry and Pharmacy	Other colleges
First	75%	100%
Second & above	45%	75%

- 3.4. Children enrolled in any graduate program are eligible for a 25% discount throughout their entire study period if they maintain a minimum CGPA of 3.00.
- 3.5. A 25% discount is awarded to siblings or spouses who enroll in any undergraduate program throughout their entire study period if they maintain a minimum CGPA of 2.00. The same discount is offered to those who join any graduate program, provided that they maintain a minimum CGPA of 3.00.
4. This discount does not apply to stepbrothers or stepsisters unless their tuition fees are fully funded by the AU employee or the father or mother of the latter.
5. Withdrawing or discontinuing the study of one of the children does not mean rearranging the eligibility rates of the other children.
6. The staff discount will be maintained if the student changes his/her major within the same college or to another college, except for transfers to the Colleges of Medicine and Dentistry.

7. If the employee (faculty or administrative staff member) resigns, is terminated, or if either s/he or the University decides not to renew the contract, their eligibility for discounts is discontinued in the semester following the change in employment status. For instance, if the University notified the employee on August 5, 2023, that their contract will not be renewed or will be terminated at the end of the notice period, the employee will lose any privilege to receive the “discount for Ajman University employees” in the Fall semester of the academic year 2023-2024.
8. Any employee (faculty or administrative staff member) who takes unpaid leave for more than a month (based on HR Policy) during an academic semester will lose any privilege to receive the “discount for Ajman University employees” in the same semester (the Office of Human Resources shall update the Office of Scholarship & Financial Aid with such cases).

Article 9 Discounts for Ajman University Employees

(College of Medicine)

- 1- Several discounts are allocated in the College of Medicine for relatives of Ajman University employees, which should not exceed 10% of the total number of students admitted to the college. Eligibility for these discounts is exclusively reserved for the employee’s husband, wife, son, daughter, brother, and sister.
- 2- Article (8), along with all its clauses, applies, except clause (3.3), which is replaced by clause (3) of this article.
- 3- The discount rates shall be applied as follows:

Family Members	Discount
First son/daughter	60%
Second son/daughter and above	45%
Brothers/sisters – Husbands/wives	25%

- 4- If the number of employees’ relatives who wish to be enrolled in the College of Medicine has exceeded the maximum 10% limit, then the students with higher scores in the secondary high school shall be given preference.
- 5- If the employee (faculty or administrative staff member) resigns, is terminated, or if either s/he or the University decides not to renew the contract, their eligibility for discounts is discontinued in the semester following the change in employment status.

Article 10 Discounts for Omani Students

- Every Omani student will be awarded a 20% discount in the first semester of registration.
- This discount will continue as long as the student maintains a minimum CGPA of (2.00).
- This discount will be canceled if the beneficiary student acquires another nationality during his/her study.
- The discount applies to undergraduate studies only for all Colleges except the Colleges of Medicine and Dentistry.
- The discount will be maintained if the student changes his/her major, whether within the same college or to a different college.

- The student must submit an e-request for the Omani discount at the beginning of each semester, accompanied by a copy of his/her valid Omani Passport.

Article 11 Discount for Students' Relatives

Students' relatives (father, mother, siblings) who are enrolled in an undergraduate program at Ajman University will be awarded a discount ranging from 5% to 20%, determined in ascending order based on the University ID number of each enrolled student. The discount for first-degree relatives is exempt from the CGPA requirement of (2.00). The discount will be maintained if the student changes his/her major, whether within the same college or to a different one.

Details of this discount are as follows:

No.	Discount
First	5%
Second	10%
Third	15%
Fourth and above	20%

This discount will not be awarded to stepbrothers or stepsisters unless the university student or the latter's father or mother fully funds their tuition fees.

Article 12 Scholarships for Ajman Ruler's Court

Ajman University annually allocates 20 full scholarships to new and enrolled students selected by the Ajman Citizens Office. This type of scholarship covers all undergraduate programs. The scholarship is activated during the semester in which it is awarded and may not be postponed to another semester without the approval of the Ajman Citizens Office.

Article 13 Scholarships for Ajman Municipality and Planning Department

Ajman University annually allocates six scholarships to the Ajman Municipality and Planning Department. These scholarships are available to both new and returning students across all undergraduate programs, except for the College of Medicine, the College of Dentistry, and the Pharmacy program, unless approval is granted by the Ajman Ruler's Court or the Ajman Municipality and Planning Department. Scholarships must be utilized in the semester they are awarded and cannot be postponed to a subsequent semester without prior authorization. Students must enroll in the semester for which the scholarship is granted.

Article 14 Discounts for Local and Federal Departments

A 20% discount will be awarded to employees of local and federal departments across the Emirate of Ajman who wish to pursue their undergraduate studies in all majors, except for the College of Medicine, College of Dentistry, and the Pharmacy program, provided to maintain a minimum CGPA of (2.0). The same discount applies to those wishing to continue their graduate studies, provided they maintain a minimum CGPA of (3.0). This discount is available to those enrolled in the second semester of the academic year 2016-2017 onward, provided that students prove their uninterrupted service with their departments at the beginning of every semester.

Article 15 New Initiatives & Cooperation Agreements

Each College/Office is responsible for its new initiatives involving an MoU or a discount. All initiatives must be processed through the Office of Scholarship & Financial Aid as follows:

- Colleges/Offices must submit their expected initiatives/scholarships/discounts budget for the upcoming year.
- During the implementation phase, each initiative must be submitted separately with detailed criteria and the expected budget.
- Approval from the Office of Budget must then be obtained.
- Final approval must be obtained from the Chancellor through the Office of Scholarship & Financial Aid.
- Eligible students for each initiative must be submitted or confirmed according to the announced deadlines.
- Evidence supporting eligibility must be maintained.
- Colleges/Offices are required to assess the outcomes of their initiatives at the end of each academic year. They must submit an assessment report to the Office of Scholarship & Financial Aid illustrating the impact of each initiative and whether it met the intended goals, before submitting their budget for the following year.

Article 16 Miscellaneous

1. In cases that are not covered by this policy, the Chancellor is authorized to make appropriate decisions that serve the best interest of the University and its students.
2. The Chancellor is authorized to give exceptions that prioritize the University and its students' best interests.
3. In the event of a conflict between the Arabic and English versions of the Policy, the English version shall prevail.
4. Ajman University reserves the right to make changes to this Policy at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees and students one day after posting the updated Policy on the website, or sending the updated version by email. Employees and students shall comply with the updated Policy since its effective date.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2019	Initial Policy	Manager of Scholarship and Financial Aid
V 1.1	31/08/2021	Updated the discounts of High school students who obtain a CGPA of 99% in their UAE high school certificates or equivalent certificates, and discount of excellence.	Manager of Scholarship and Financial Aid
V 1.2	21/06/2023	• Added summer courses to the scholarship scheme if a program has a CAA approved study plan that includes courses in one or more summer semesters; • Excluded the Colleges of Medicine & Dentistry from the Omani Discount; • Cancelled the 20% discount for Alumni with a CGPA less than 3.0; • Replaced the “College of Pharmacy” by its programs to cater for new Program of Nursing in the scholarship scheme; • Included a cycle for approving any scholarships/discounts by Colleges/Offices; • Modified the staff discounts, indicating that eligible students can change major with and across Colleges but no transfer can be made to the Colleges of Medicine & Dentistry; • Updated the criteria of the staff discounts so as to reflect the HR policies regarding the conditions of the contract, termination, unpaid leave ...etc).	Manager of Scholarship and Financial Aid
V 1.3	06/05/2024	This policy has been updated to align with the newly approved study plans by the CAA. Also, to cover summer courses that include a study-abroad component and/or out-of-the country summer internships, and enhance the criteria of the current merit discounts.	Manager of Scholarship and Financial Aid

Innovation and Creativity Scholarship Policy

Policy Owner(s)	Office of the Chancellor	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Introduction

In line with its mission and core values, Ajman University (AU) makes every effort to provide a supportive environment that promotes the development of qualified and work-ready graduates, creating a culture of excellence and social responsibility, nurturing creativity and honing youth's talents. Accordingly, AU has established the Innovation and Creativity (IC) Scholarship Program. This program aims to achieve meaningful recognition and prepare bright students for increased employment opportunities and provide a platform for career excellence.

Purpose

This policy is established to create a framework conducive to the successful implementation of the IC Scholarship Program.

Definitions

Innovation/Invention: **Innovation** is the process of introducing something new or making improvements to existing ideas, products, processes, or services. It is the embodiment, combination, or synthesis of knowledge on valued new products, processes, or services that are original, relevant, and valuable. It involves the application of problem-solving skills to bring about meaningful and valuable changes. Moreover, it encompasses the application of new ideas, methods, devices, or materials to enhance efficiency, productivity, or competitiveness, often changing established systems or markets. **Invention** is defined as an idea, discovery, or know-how that is patentable or potentially patentable.

Creativity: Creativity is the ability to generate original ideas, approaches, or solutions that are novel, unique, and valuable. It involves thinking outside the box, breaking long-established patterns, and connecting seemingly unrelated concepts. Creativity can manifest in various fields, including art, design, science, entrepreneurship, and everyday problem-solving.

Scope

This policy applies to all undergraduate enrolled students at AU.

Policy Statement

The provisions hereunder shall apply to the Innovation and Creativity (IC) Scholarship specified in this policy:

1.1. Eligibility Criteria

- 5.1. Enrolled undergraduate student
- 5.2. Minimum CGPA of 2.5, except for new enrolled students (first semester)
- 5.3. The student must demonstrate achievement in any of the following categories, as defined in section 3 of this policy:
 - Innovation
 - Creativity

1.2. Terms and Conditions

- All university policies and regulations shall apply to all students.
- One student shall be awarded the Innovation and Creativity (IC) Scholarship per academic year.

1.3. IC Scholarship Program Committee

The IC Scholarship Program Committee is appointed by the Chancellor and as part of its mandate is responsible for evaluating, recommending, monitoring applications, and reviewing the progress report of successful applicants prepared by assigned sub-committee for the IC Scholarship Program.

The Committee Chair and Vice-Chair have the option to invite additional colleagues to attend specific meetings as needed.

IC Scholarship Program Committee Duties and Responsibilities

The findings and recommendations of the IC Scholarship Program Committee shall be forwarded to the University Chancellor for his consideration and approval.

The duties of the Chair of IC Scholarship Program's Committee shall include the following:

- Receive the applications submitted on ORS.
- Arrange Committee meetings and scheduling interviews with applicants with the support of the rapporteur.
- Preside over the meetings and interviews and ensure that specified procedures are followed.
- The Chair shall coordinate with Deans of the Colleges and administrators of Offices to form a sub-committee of experts that supports the application evaluation process and assists in developing the contract.
- Ensure that all records are maintained in the ORS.
- Submit the findings and recommendations to the Chancellor.

The members of the IC Scholarship Program Committee are responsible for:

- Attend all meetings called by the Chair of the Committee.
- Review discount applications and ensure that it is complete with all required information and documents and determine whether the application shall be accepted for further evaluation or rejected.
- Ensure that fair and proper procedures are followed.
- Make appropriate recommendations based on presented supporting documents, outcome of interview(s), and expert evaluation.
- Make sure that there is no conflict of interest. If a committee member has a direct or indirect interest in a matter to be decided by the committee that could affect the way they perform their duties, they must inform the committee and must not vote on the issue.

Procedure

1.4. Students who wish to apply to the IC Scholarship Program shall submit their applications as per the following:

- Abide by the announced deadlines.
- Agree on terms & conditions.
- Attach evidence regarding their IC.

1.5. The Committee Rapporteur shall receive & conduct a preliminary screening of applications and shall provide a summary report to the Chair of the Committee.

1.6. The Chair may call for a committee meeting or request for the committee member's feedback to determine the applications that will be shortlisted for further evaluation, and which will be rejected.

1.7. The Committee Rapporteur shall notify the students if their applications will be processed further or have been rejected.

1.8. Application Evaluation Process

The committee convenes after the application period closes and completes the evaluation of all applicants within three weeks. The Committee must have a quorum to proceed. A quorum consists of four members, including the Chair. The application evaluation process shall proceed as follows:

- The Committee shall determine who will participate in the evaluation process. The process will include a one-on-one interview with the applicants. The Committee may seek advice from a sub-committee of experts in the relevant area(s).
- The Committee will make every effort to obtain reliable and sufficient information to reach a recommendation. Upon completion of the evaluation process, the Committee members will deliberate and reach a recommendation on the percentage and the coverage (e.g. one/two semester(s) or up to four years) of the discount to be awarded to one successful applicant by majority vote. In case of equal voting, the Chair's side shall prevail.
- Within one week of the recommendation made by the Committee, the Chair shall submit a report to the Chancellor describing its findings and giving its recommendations on the final list of applicants for the Chancellor's consideration and approval.
- Upon the Chancellor's approval, the Committee shall prepare the contract (in consultation with the Legal Advisor to the Chancellor) for the student's and Chancellor's signature.
- The Committee shall submit the eligible student for the IC Scholarship Program with their approved contracts to the Office of Scholarship and Financial Aid for implementation.
- If the contract is valid for more than one semester, the Committee shall submit the eligible student for the renewal of IC Scholarship Program with their approved assessment reports to the Office of Scholarship and Financial Aid for activation at the beginning of each semester.

1.9. Renewal of an expired Contract

A student who wish to be considered for IC Scholarship contract renewal shall submit their application via the option "Renewal", subject to terms and conditions in the contract.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	08/06/2023	Initial policy	Innovation and Creativity Scholarship Program Committee

Student Study Mode and Load Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

This policy defines the student study mode and specifies the study load at Ajman University (AU).

Definitions

Semester: A semester is a period of time, minimum of 15 weeks, during which an institution offers courses (Fall/Spring).

Term: Some courses may be offered in a time-shortened period, often called a term, such as a summer term, which offers class contact time and out-of-class assignments equivalent to a semester course.

Face-to-Face (F2F) Courses: These are courses where faculty and students are present in one room during the course delivery. This is the traditional type of instruction in non-virtual, in-person classroom delivery.

Online Courses: These are courses where 100% of the course credit hours are delivered online (either synchronously or asynchronously); this means that all instructional sessions are delivered online.

Blended Courses: These courses combine both face-to-face (F2F) and online instructional sessions, with some sessions delivered online and the remaining credit hours conducted in-person.

F2F Program: It is a program in which all its credit hours are delivered F2F.

Blended Program: It is a program in which less than 50% of its total credit hours are delivered online, and the rest is delivered F2F.

Scope

All AU students.

Statement

In accordance with the CAA *Standards* 2019 and best practices in higher education, AU defines the student study mode and ensures that students register for appropriate study load conforming to their approved study plan. Moreover, AU considers it very important that consideration is given to the student's academic standing at the time of their course registration in order to adequately support their academic progress at AU.

Student Study Mode and Load

1. Full-time

- Undergraduate student credit hour load is between 12 and 18 credits per regular semester. However, students following their accredited study plans with more than 18 credit hours shall register as per the approved study plan. At the time of re-accreditation, all study plans

will be updated to ensure that the maximum number of credit hours per semester does not exceed 18 credit hours for full-time students.

- Graduate students credit load is 9-12 credits per regular semester.

2. Part-time

- Students undertaking less than 12 undergraduate credits per regular semester.
 - Students undertaking less than 9 graduate credits per regular semester.
3. Students cannot normally be allowed to undertake more than 6 credits in the summer term.
 4. Exceptions to above-mentioned limits can only be made for a maximum of an additional 3 credits for students in their final graduation semester or term.
 5. In case of an academic warning/probation, the full-time student study load is reduced in accordance with the Academic Probation Policy and the Academic Progress Policy of Ajman University.
 6. The standard mode of study for programs and courses at AU is primarily in-person (face-to-face). For programs designated and approved by the CAA as blended programs, as defined above, certain courses within these programs will be made available in an online study mode.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	13/04/2021	Initial policy	Council for Academic Affairs
V 1.1	06/03/2023	Minor changes related to the amendments made on the academic probation policy	Office of Vice Chancellor for Academic Affairs
V 1.2	02/03/2024	Minor changes – inclusion of online learning	Office of Vice Chancellor for Academic Affairs

Student Academic Support Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Preamble

Ajman University (AU) has instituted the Student Academic Support policy to uphold its commitment to academic excellence and comprehensive student development. This policy aims to systematically address the needs of Students at Risk (SAR), who face academic challenges indicated by a cumulative GPA below 2.0, or those experiencing socio-economic difficulties. It also extends support to Conditionally-Admitted Students (CAS) requiring additional assistance as they begin their academic journey. Furthermore, the policy recognizes and caters to students who generally maintain good academic standing but may benefit from targeted support in specific courses. This comprehensive approach ensures that all students receive the necessary resources and guidance to succeed academically and personally.

Purpose

This policy aims to enrich students' academic journeys, enhance retention and graduation rates, and support at-risk students by fostering academic improvement and engagement. It promotes a holistic approach to education, ensuring academic success, personal growth, and overall well-being through collaboration among university stakeholders.

Related Policies

Academic Advising Policy; Student Advising Effectiveness Policy; Student Success Center (SSC) Policy.

Definitions

Students-At-Risk (SAR): Students-At-Risk (SAR) encompass new students in their first year, whose cGPA falls below 2.0 after their first two regular semesters. SAR also include those on Academic Probation 1 (AP1) and Academic Probation 2 (AP2) with a cGPA below 2.0 after the third semester onwards. The SAR category identifies students with a higher likelihood of facing academic difficulties or challenges that may impact their overall success. Alert notifications are sent to the student, courses' instructors, academic advisors and the Student Success Center (SSC) for academic intervention as detailed in this policy.

Course Specific Support (CSS): Regular students who may need academic support in some courses will receive a Course Specific Support (CSS). The students are identified based on specific criteria signaling potential academic challenges they may face in some courses. This includes a midterm exam grade falling below one standard deviation of the class average and the passing grade (60%) in three or more courses in a semester, irregular class attendance leading to attendance warning 2 in three or more courses by week 9 of the semester, a total semester grades in three or more courses are below 30 out of 70 before the final exam, and feedback from instructors expressing concerns about academic performance or engagement. Alert notifications are sent to the student, instructors of courses, and the SSC for academic intervention as detailed

in this policy. If one of the abovementioned criteria occur in one or two courses only, an academic flag is only communicated to the course instructor for academic intervention.

Conditionally-Admitted Students (CAS): Conditionally-Admitted Students (CAS) are those admitted under specific conditions, specifically applied to new students who did not meet the English proficiency test requirement in certain programs. This conditional admission necessitates fulfilling specific criteria to transition into regular academic status. Alert notifications are sent to the student, academic advisors, the SSC and the Center for Continuing Education and Enterprises (CCEE) for academic intervention as detailed in this policy.

Faculty Liaisons (FLs): Faculty Liaisons (FLs) are faculty members who are nominated to coordinate between their respective colleges and the SSC. Typically, each college has one FL, but this is not a rule. The FLs in each college will nominate students become peer tutors based on specific eligibility criteria set by the SSC, increase the awareness about the SSC among the students and the faculty members in their respective colleges in addition to identifying students at academic risks (SAR), and the students observed to be in need for academic or support. FL play pivotal role in promoting the peer tutoring service among students and in assigning peer tutors to student tutees.

Peer Tutor Program (PTP): In the Peer Tutor Program (PTP), high academically performing students are trained as Peer Tutors (PTs) and become officially qualified to provide student-centered tutorial sessions to those students (peer tutees) who need additional support in some courses. Usually, the students needing support in this group either proactively seek the help of a Peer Tutor, or are advised to enroll and receive the peer tutoring service. These services are free to all students.

Academic Twinning Program (ATP): In ATP, students meeting the criteria of being SAR, will be identified and will be referred to receive peer tutoring support, with continuous follow-up and assessment of outcomes (i.e. grades, GPA changes) to evaluate the effectiveness of the tutorials. This is what makes the ATP different from the regular peer tutoring. In the ATP, Peer Tutors are *twinned* or assigned by the respective Faculty Liaisons (FLs) of their colleges to SAR. The Peer Tutors will provide one-to-one sessions tailored to the need of the student tutee while documenting their intervention and observations. In cases where there was no Peer Tutor qualified to support the students in a specific course, the course instructor will nominate a student peer who will receive training under the mentorship of the SSC to eventually provide the needed tutoring.

Identification and Intervention of Student-At-Risk (SAR) Academically

Identification Criteria

- New students in their first year (first two regular semesters for fall intake and spring and fall of the following academic year for spring intake) with a cGPA below 2.0 after each regular semester.
- Students with Academic Probation 1 (AP1) and Academic Probation 2 (AP2) with a cGPA below 2.0 after the third semester onwards.

Intervention Strategies

- Assign each SAR an experienced academic advisor for personalized guidance. Academic advisor to work closely with SAR to create academic improvement plan tailored to specific needs of the student.
- Academic advisor to communicate directly with SAR once receiving Academic Warning 1 (AW1) and Academic Warning 2 (AW2), providing guidance and support.
- The Academic Advisor may recommend targeted academic support services organized by the Student Success Center (SSC). These include Academic Twinning Program (ATP), in which the SAR is paired (or

twinned) with a trained Peer Tutor. Implement a more robust attendance monitoring system to address irregular class attendance.

- Conduct semester reviews to identify challenges early and implement necessary interventions.
- Offer access to counseling services for those SAR who might have personal and non-academic issues impacting their performance. Counselors can provide support for stress management, time management, and personal challenges that may affect academic success.
- SAR should be advised to utilize the available learning resources such as online tutorials and supplementary materials, that cater for the diverse learning styles of SAR.
- Course Instructors and Academic Advisors should establish regular progress checkpoints to monitor the total semester grade and cGPA for SAR, and they should organize regular feedback sessions with the SAR to discuss progress and address ongoing challenges.

Students At-Risk for Non-Academic Factors

For the identification and intervention of students with non-academically related risk, the Counseling Unit (CU) will play a central role, collaborating with the SSC and student advisors and other relevant AU offices and colleges.

Identification Criteria

- The CU to liaise with academic departments to identify students facing non-academic challenges.
- Factors considered may include socio-economic circumstances, personal well-being, and other non-academic barriers.
- The student academic advisor shall regularly meet with advisees as mandated by the Academic Advising Policy to identify the non-academic concerns for the student and to communicate with the Lead Advisor for further actions.

Intervention for Students

- The CU will conduct one-on-one sessions with identified students to assess their needs comprehensively.
- For financial issues, students will be referred to the Thamer Fund for potential support.
- The SSC and student advisors may provide additional academic support, guidance, and resources.
- Referral to Thamer Fund: Identified students facing financial barriers will be directed to the Office of Finance, The Office of Scholarships and Financial Aid, and Thamer Fund for Educational Solidarity.

Course Specific Support (CSS)

The Course Specific Support (CSS) program designed to provide targeted academic assistance to regular students facing challenges in one or more courses. Identification is based on specific criteria, such as midterm exam performance in three or more courses, irregular attendance, semester grades, and instructor feedback, signaling potential academic difficulties. Students meeting these criteria receive alert notifications, prompting academic intervention coordinated by the SSC. If concerns arise in only one or two courses, an academic flag is communicated solely to the respective course instructor for focused academic support.

Identification Criteria

Any one or more of the following criteria:

- Student grade in the midterm exam of three courses or more falls below a defined threshold, specifically below one standard deviation of the class average and below the passing grade of the midterm (60%).
- Irregular class attendance in three or more courses leading to the student receiving attendance warning 2 by week 9 of the regular semester. Repeated absenteeism might warrant referral to AU's Counselling Unit (CU) to explore underlying personal or other issues facing the student.
- The total semester grade before the final exam is below 30 out of 70.
- Feedback from course instructors indicating concerns about the student's academic performance or engagement.

Intervention Strategies

- Academic advisors and course instructors will communicate directly with student(s) for personalized guidance or referral (to SSC through Faculty Liaisons; CU).
- SSC will make available free and accessible Peer Tutoring support to students who take the initiative to utilize the service.
- Academic advisor will work closely with the student to create academic improvement plan tailored to specific needs.
- Course instructors will closely monitor attendance to address irregular class attendance before this becomes a problem.
- Academic Advisors will conduct mid-semester reviews with the students(s) to identify challenges early and implement necessary interventions.
- SSC will organize academic support workshops focusing on skills and abilities needed for academic success; like study strategies, exam preparation, and time management.
- This may also involve inviting Peer Tutors to share study tips, effective time-management, and other positive experiences.
- The Counselling Unit (CU) will offer access to counseling services to address potential non-academic factors impacting student performance. The CU will provide engaging activities around stress management, time management, and tackling personal challenges that may affect academic success.
- AU will make available additional learning resources such as online tutorials and supplementary materials to cater to diverse learning styles.

Monitoring Success

- It is important that course instructors and other stakeholders establish regular progress checkpoints to monitor the semester's grade, and receive feedback from the students.
- The SSC will collect and maintain data pertaining to ATP and the students' grades longitudinally for evaluation and quality improvement purposes.

College Responsibilities about Courses of High Percentages of F/D Grades and Withdrawal Rates

This part outlines the colleges' responsibilities to deal with certain courses that experience large number of F and D grades and course withdrawal rates.

1. Conduct a thorough analysis to identify the root causes of high withdrawal rates. This may involve collecting feedback from students, analyzing course evaluations, and considering factors such as course difficulty and inadequate prerequisites.
2. Evaluate the course content, structure, and format. Consider breaking down complex topics, offering multiple learning resources, and incorporating interactive elements.
3. Review prerequisites to ensure they align with the actual skill and knowledge requirements for success in the course. Consider implementing placement tests to accurately assess students' readiness for the course.
4. Offer academic support services, such as tutoring, study groups, or additional resources, to assist students who may be struggling. Make students aware of the support services available and encourage them to seek help when needed.
5. Improve communication with students by providing clear expectations, deadlines, and instructions. Regularly update students on their progress, and be responsive to their questions and concerns.
6. Consider offering flexible learning options, such as online or hybrid formats, to accommodate diverse student needs.
7. Foster a supportive learning environment where students feel comfortable asking questions, expressing concerns, and seeking help.
8. Provide professional development opportunities for instructors to enhance their teaching skills. This could include training on effective communication, student engagement strategies, and adapting to diverse learning styles.
9. Conduct regular course evaluations to gather feedback from students.
10. Review assessment methods to ensure they align with the learning objectives and are fair and transparent.

Identification and Intervention of Conditionally-Admitted Students (CAS)

Identification Criteria

- New students who are conditionally admitted because of not meeting the English proficiency test requirement in certain programs.

Intervention Strategies

- Academic advisors to send a formal email to their conditionally registered advisees, explaining the situation, emphasizing the importance of the English proficiency score, and providing a timeline for its submission.
- Colleges to conduct an in-person orientation session for conditionally-admitted students. This session is to clarify the situation and provide information about available academic resources and support services.

- Colleges and the Center for Continuing Education and Enterprises (CCEE) to remind students about upcoming English proficiency exam sessions and assist them in registering for the test.
- The Registration Office to send reminders to students about the impending deadline for submitting their English proficiency scores.
- Colleges, in coordination with the Vice Chancellor for Academic Affairs (VCAA) office, SSC, and CCEE, to provide students with access to English language resources such as online courses, language labs, and tutoring services. This support will continue until the end of week 14 of the regular semester, including resources like Coursera courses and academic support from CCEE and SSC (e.g., ATP program).
- SSC and CCEE to schedule regular English proficiency workshops or study groups to encourage students to practice and enhance their language skills.
- Academic advisors to follow up with students to gauge their progress and offer additional support as needed.
- CCEE to offer mock English proficiency exams or practice tests to familiarize students with the format and expectations.
- Academic advisors to ensure that students are aware of the official date for submitting their English proficiency scores. They will provide guidance on how to submit the scores to the Registration and Admission offices.
- Colleges to collaborate with the Registration and Admission offices to verify and document the submission of English proficiency scores for each student.
- Colleges to maintain open lines of communication with the Office of Registration, ensuring they have the necessary documentation for each student's English proficiency score submission.
- Colleges to develop contingency plans for students who may face challenges in meeting the English proficiency requirement.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	30/05/2025	Initial policy	Office of Vice Chancellor for Academic Affairs

Academic Advising Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Introduction

As part of its dedication to academic success, AU is committed to providing high quality academic advising in order to help students in the development and pursuit of academic objectives consistent with their career goals. The academic advising role has been created to enhance the levels of academic advice and support that students receive throughout their time at AU, leading to improved progression and successful career transition. Students will have opportunity throughout their academic journey to work closely with an academic advisor to reflect on their current progress and make clear plans for development and improvement. Academic advising is an ongoing process that connects students to the university. Academic advisors provide guidance to students in taking responsibility for their own learning, and in developing meaningful educational plans. Academic advising will aim at empowering each student with adequate and timely guidance, recommend resources and make referral to services that are capable of helping advance the students' skills that will lead to academic success and desire for lifelong learning. This policy aims to streamline the advising process and makes its implementation more efficient by the advisors.

Purpose

AU provides current and prospective students, academic advice that is accurate, consistent, and timely to support students to develop meaningful educational plans compatible with career and life goals. The purpose of this policy is to:

1. Define goals and nature of AU's academic advising.
2. Specify the responsibilities of the academic advisor and the student advisee; and what students can expect from the academic advising.
3. Describe the structure of AU's academic advising services.

General AU Advising Policies

1. Every new student is assigned an academic advisor within a week from his/her full admission to AU. Every advisor will be assigned new advisees from each batch of new students admitted. Once a student is assigned to an advisor, the student will continue to receive academic advising from the same advisor for their entire academic years. This is to build an effective advisee-advisor relationship and ensure advising continuum.
2. It is the responsibility of the college deanship to ensure that every regular student has an academic advisor.
3. AU students are informed about the advising policy and advising process during the initial orientation.
4. Academic advisors are provided with access to their advisees' academic information.
5. Every regular student must receive at least one advising session per semester.

6. Students at risk and those with academic warning/probation must receive a minimum of two academic advising sessions per semester.
7. Students in their final year of study must be provided with academic advising at least twice every semester of their final year.
8. New faculty can only co-advise of up to 40 students with a senior academic advisor throughout the first academic year, while completing a set number of mandated faculty developing programs. Starting from the second academic year, the new faculty member is assigned a regular advising assignment.
9. The following table describes the recommended maximum number of advisees and co-advisees:

Description	Maximum Advisees	Maximum Co-advisees
Existing Faculty (including CAAD lecturers)	40	0
New Faculty (1 st year only)	0	40
GEP Lecturers (for freshman students only)	40	0
Senior Instructors, Instructors, and Assistant Instructors	0	40

10. Under special and strict circumstances, an advisee may request to change his/her academic advisor. This must be assessed by the Deanship of the pertaining college.
11. Resources will be made available to all units to ensure effective and efficient advising at all levels.
12. Training on effective academic advising will be provided for all advisors and co-advisors.
13. The college dean shall assign one (or more) lead advisor to support other academic advisors and co-advisors. Academic advisors and co-advisors shall communicate with the Office of Registration only through the lead advisor.

Roles of the Academic Advisor

role of academic advisor spans the following domains:

- A. **Academic Progress:** Academic progress will be achieved through reflection on academic development, identification of challenges to progress and creation of academic goals action plan for the period up to the next review point.
- B. **Employability Development:** Support the academic, personal and professional development of students, assisting them to develop skills for employment and entrepreneurship in a structured process that is clearly articulated.
- C. **Personal Management:** A process of careful identification of personal concerns, providing support or referring to relevant services, including assistance with identification and utilization of campus resources.

The academic advisor will take over the following roles to achieve these domains:

1. Assist students in making their own decisions in choosing an appropriate course of study that is commensurate with their interests and abilities, and meets their academic and life objectives.

2. Respond to concerns raised by students, identify learning needs of differing categories of students and resolve issues or make referral to available services, or personnel, as necessary.
3. Ensure that all students are aware of resources and educational opportunities at the University that may be pertinent to the student's educational objectives.
4. Ensure that all students are aware of the availability of free peer tutoring services. S/he will provide them with the name and contact details of the Faculty Liaison in their college who could assist them to access the peer tutoring service.
5. Be an information source regarding university policies and procedures.
6. Coordinate with the Lead Advisor for solving difficult cases.
7. Be an on-going source of dialogue and advice about life and academic goals for students.
8. Collect and disseminate information on student needs, perceptions, and trends in order to enhance AU institutional effectiveness and adaptability.

Roles of the Academic Co-advisor*

The role of academic co-advisor includes:

1. Help with administrative duties to support the students and carry out any task assigned to them by the main academic advisor or lead advisor.
2. Communicate with students to inform them about curricular details and direct them to the person they need to speak to.
3. Help the students in course registration process, change sections, drop courses, etc.
4. Other tasks assigned by the academic and lead advisors.

*The Academic Co-advisor is a Teaching Assistant or Lecturer who will be nominated by the college Dean.

Roles of the Lead Advisor*

The role of Lead Advisor spans the following domains:

1. Act as a coordinating point for general communication between the college and AU academic services, e.g., Office of registration, Student Success Center, etc.
2. Act as a second point of contact for a student if the student academic advisor is not available or cannot solve the student issue, e.g., complicated issues.
3. Act as a point of contact for other advisors and co-advisors for consultancy.
4. Give recommendations to the college deanship on the students requests to change their advisor.
5. Send a request to raise the ceiling of section(s) with approval from the authorized personnel.
6. Raise a concern to the college scheduler in case of full section(s) and the need to open a new section, etc.
7. Refer the student to the right authorized personnel within the College.
8. Follow up with the right personnel in terms of pending credit transfers to expedite the registration process.

*The Lead Advisor is a senior faculty member with significant academic advisory experience. S/he will be nominated by the college Dean, and will not be assigned any advising or co-advising assignments, allowing them to fully dedicate their time and efforts to this crucial role.

Responsibilities of the Student Advisee

The advising process depends on the thoughtful participation of the students. To this end, students must assume the following responsibilities:

1. Become familiar with their advisors' free times and how to contact and communicate with them through email, phone, and individual appointment.
2. Become familiar with academic policies, dates, and deadlines.
3. Come prepared and on time to meetings with their academic advisor.
4. Regularly check and respond to email communications from the academic advisor and other AU departments.
5. Inform academic advisor of problems and concerns which may impact their academic performance as soon as possible
6. Keep their academic advisors informed about their academic progress by copying them in all relevant sent emails.
7. Become familiarized with requirements for the academic program, as well as graduation and other requirements contained in the appropriate University catalog and other University publications.
8. Maintain or have access to advising-related records, like advising appointment, copies of prior college or university transcripts; current academic transcript; current semester timetable; and, individual study plans.
9. Develop an individual "Plan Ahead". The individual Plan Ahead must be approved by the student's academic advisor.
10. Accept ultimate responsibility for selection of classes, which incorporates decisions as well as the academic advice that has been given.
11. Evaluate academic advising programs and individual Academic Advisors by filling survey forms, speaking or writing to the head of departments, or the Dean.
12. Meet with the academic advisor on a regular basis if s/he is on academic warning or probation.
13. Follow through the advice of the academic advisor and actively improve the academic standing, if required with thorough peer-tutoring and other student support services.
14. Attend training workshops related to the student's academic journey, which are conducted by the university every academic year.

Training and Orientation of Faculty Members

A structured mandatory training of faculty members with academic advising roles will be conducted for all new Academic Advisors. The training will include:

1. Introduction to the purpose and objectives of academic advising.
2. Roles of the academic advisor.

3. Resources available at AU for students.
4. Resolving frequently encountered academic issues.
5. Content and frequency of advisor-student meetings.
6. Identifying, in coordinating with course instructors, and reaching out to students exhibiting signs and symptom of declining academic performance (early signs from grades, for example), and provide counseling and referral.
7. Principles of consulting with students and identifying need for referral for counseling or other services.
8. Reports to be prepared and documented by academic advisors.
9. Case scenarios to illustrate appropriate academic advising required.
10. Recourses available for the academic advisors and where to access necessary forms and documents (transcripts, Plan Ahead, etc.).
11. Referral personnel at AU and on their colleges for academic advising issues.

Training and Orientation of New Students

Every AU student must attend a structured mandatory orientation at least once in person. The orientation session will be provided during the orientation week of newly enrolled students. The orientation session will include, but not limited to, the following:

1. University rules, regulations, and procedures.
2. Support resources available on campus.
3. Necessary forms and academic calendar.
4. Graduate programs at AU.
5. Training opportunity.
6. Major /program requirements.
7. Projected course offerings by the department.
8. Academic advisors' roles.
9. Students' responsibilities to maximize the benefits of the academic advising.
10. Students' responsibility of regularly and timely checking, and responding to, email and other modes of communication.
11. Students' role and expectation of evaluating academic advising and advisors.
12. How to access and use Banner, planning for and registering courses, and meeting deadlines.

A formal introductory session between the student and his academic advisor should be scheduled and the proceedings of the meeting documented. This session would set the stage to clarify the guidelines and expectations from both the advisor and the advisee. Additional training sessions will be jointly organized by college's academic advisor lead and senior advisors once the students are settled, preferably before the next registration cycle.

University Responsibilities

1. Make resources available for initial and on-going training of students, advisors and peer advisors.
2. Gather and disseminate appropriate academic advising materials to assist colleges.
3. Provide guidance and respond to questions from colleges and departments, as well as from faculty and students on issues related to academic and registration issues.
4. Collect aggregated data about academic advising processes and general performance.
5. Screen for any campus-wide advising problems, then formulate and make suggestions accordingly for the improvement of the advising program.
6. Provide academic advising orientation for newly appointed faculty members.
7. Make every reasonable effort to provide students, faculty, and appropriate staff with accurate information in the student handbook, university catalogs, class timetable, website, and other publications.
8. Organize training workshops to support students and advisors with documents, suggestions, assistance and facilitation.
9. Make updated academic information readily accessible for the academic advisors.
10. Make sure that each academic advisor is equipped with the appropriate communication mode to ensure frequent, effective communication with their advisees.

Colleges and Departments Responsibilities

Academic advising is a primary responsibility of the faculty members in each college. Only faculty members should be assigned as academic advisors to students in the Banner system with support (if required) from the lead advisor. Academic advising should be integrally related to the rest of the educational process. It is the responsibility of departments, colleges, and Student Services to:

1. Ensure that advising is available for students when they need or wish it rather than merely when the College requires it. This means that advising opportunities will be available to students throughout the academic year at regular, reasonable intervals.
2. Make all relevant information available to students. The following are information that will be made available and accessible to students:
 - i. University rules, regulations, and procedures.
 - ii. Support resources available on campus, including Peer Tutoring.
 - iii. The academic advising policy.
 - iv. The students' Study Plan and its standardized template.
 - v. Information on internship opportunities.
 - vi. Projected course offerings by the department.
 - vii. University catalogs.
 - viii. Academic calendar and important due dates.
3. Assign an experienced academic Lead advisor.



4. Assist academic advisors in resources needed, including methods of communication (telephone access, etc.) to facilitate effective and frequent interaction with advisees.
5. Support, encourage, and oversee the relationship between academic advisors and the college's assigned faculty liaisons from the Student Success Center to streamline the peer-tutoring process for effective and timely interventions.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	26/03/2013	Initial policy	Academic and Educational Affairs Council
V 1.1	07/02/2018	Policy reviewed	Vice Chancellor for Academic Affairs
V 1.2	01/09/2021	Policy reviewed -no changes made	Office of the Vice Chancellor for Academic Affairs
V 1.3	17/08/2022	Minor change – inclusion of upper limit on the number of advisees per academic advisor	Office of the Vice Chancellor for Academic Affairs
V 1.4	05/07/2023	Changes on advising load and introduce new advising roles	Office of the Vice Chancellor for Academic Affairs
V 1.5	30/05/2025	Minor change to update the maximum number of advisees and co-advisees	Office of the Vice Chancellor for Academic Affairs

Student Advising Effectiveness Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Vice Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

The purpose of this policy is to establish a systematic approach to evaluate the effectiveness of the advising system at Ajman University and to identify students facing progression issues due to advising problems. This will ensure that the advising system supports student success and timely progression through their academic programs.

Scope

This policy applies to all undergraduate and graduate advising activities conducted by academic staff involved in academic advising at Ajman University.

Definitions

Advising System: The structured process through which advisors assist students in understanding and meeting academic requirements, setting goals, and planning their academic careers.

Progression Issues: Situations where students are not advancing through their academic programs as expected, which may include delayed graduation, academic probation, or failure to meet program milestones.

Related Policies

Academic Advising Policy; Student Academic Support Policy; Student Success Center Policy.

Evaluation Framework

- The advising system will be evaluated annually using a combination of qualitative and quantitative methods.
- Evaluation will consider advisor availability, advisor-student interactions, student satisfaction, and student progression data.

Data Collection and Analysis

- Surveys will be administered by the Office of Institutional Planning and Effectiveness (OIPE) to students every academic year (Spring Semester) to gather feedback on advising experiences.
- Advisors will submit reports by the end of the academic year detailing advising activities and common issues encountered.

- iii. Academic progression data, including retention rates, time to graduation, and academic performance metrics, will be analyzed to identify patterns and trends.

Identification of Progression Issues

- i. Early warning systems will be implemented to flag students who demonstrate signs of academic distress or delay.
- ii. Mid-semester progress reports and end-of-semester grade reviews will be conducted to identify at-risk students.
- iii. Advisors will maintain regular contact with students to monitor their progress and address any emerging issues.

Addressing Identified Issues

- i. Students identified with progression issues due to advising problems will be provided with targeted support, including academic counseling, personalized advising sessions, and, if necessary, referrals to other support services.
- ii. Continuous advisor training will be conducted to improve advising skills and knowledge.

Feedback Loop

- i. Results from the evaluation will be reviewed by the Office of Vice Chancellor for Academic Affairs and shared with relevant colleges to inform improvements in the advising system.
- ii. Student feedback will be integral to making policy adjustments and enhancing the advising experience.

Roles and Responsibilities

- i. **Office Vice Chancellor for Academic Affairs:**
 - 1. Oversee the implementation of this policy.
 - 2. Ensure the collection and analysis of data related to advising effectiveness.
 - 3. Coordinate with college deans to address identified issues.
 - 4. Facilitate training and workshops for advisors based on assessment findings.
- ii. **Office of Institutional Planning and Effectiveness**
 - 1. Develop and implement assessment tools to evaluate the advising system's effectiveness.
 - 2. Collect and analyze data on student advising and progression.
 - 3. Provide regular reports to the Office of Vice Chancellor for Academic Affairs and relevant stakeholders.
- iii. **Academic Advisors:**
 - 1. Participate in training and development activities.
 - 2. Engage with students to provide accurate and timely academic advice.

3. Report on advising activities and issues encountered.
- iv. **Students:**
 1. Provide honest feedback through surveys and other mechanisms.
 2. Engage proactively with advisors and utilize available resources.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	30/05/2025	Initial policy	Office of Vice Chancellor for Academic Affairs

Student Disciplinary and Academic Integrity Policy

Policy Owner	Dean of Student Services	Responsible Office	Deanship of Student Services
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Article 1 Definitions

The following terms shall have the meanings ascribed to them below:

- University: Ajman University.
- Chancellor: University Chancellor.
- Student: All students enrolled at the university irrespective of their level of study, including the College of Dentistry internship students.
- Committee: The Student Disciplinary Committee (SDC) or any ad hoc committee composed by the Chancellor.
- SPC: Student Plagiarism Committee.
- Penalty: The disciplinary penalty provided for herein.
- Examination: any form of assessed academic activity conducted orally, or in writing, whether in classrooms, laboratories, online, or any other medium.
- Face-to-Face (F2F) Courses: These are courses where faculty and students are present in one room during the course delivery. This is the traditional type of instruction in non-virtual, in-person classroom delivery.
- Online Courses: These are courses where 100% of the course credit hours are delivered online (either synchronously or asynchronously), this means that all instructional sessions are delivered online.
- Synchronous Online Learning: Real-time, interactive online classes conducted through digital platforms.
- Asynchronous Online Learning: Learning activities and supplementary materials that are available to support student learning outside of the lecture timing and can be accessed at any time through the Learning Management System (LMS).

Article 2 Scope

1. The provisions of this policy shall apply to all students' violations, be they academic or non-academic, which expose students to the disciplinary penalties provided for in this policy whether the violation has been committed on campus, at the students' hostels, during training, at the host institution for students under exchange program, or events organized or sponsored by the university. The provisions apply to delivery and assessment of F2F and online courses, including synchronous and asynchronous modes.
2. Except for cases of plagiarism, all cases of disciplinary violations, shall be considered by the University-level Student Disciplinary Committee (SDC) or any ad hoc committee composed by the Chancellor. Only the plagiarism cases shall be considered by the College-level Student Plagiarism Committee (SPC).

Article 3

1. The penalties provided for in this policy shall not apply to violations committed by the student off-campus except in the cases where such violations might bring the University into disrepute or are committed during events organized or sponsored by the university. Determining the same shall be left to the discretion of the Chancellor or his authorized representative.
2. This SDC does not have jurisdiction to hear the complaints submitted against faculty members or staff members, even if the complaint was submitted by students. However, if the investigation conducted by the Committee shows that a faculty member or a staff member might be involved, it shall inform the Chancellor.

Article 4

Formation of the Committees and their Meetings

1. The Committee (SDC) shall be formed by the Chancellor or his authorized representative. The Chancellor can also form an ad hoc Committee of no specific number of members to investigate on special cases.
2. The Student Plagiarism Committee (SPC) shall be formed by each College Dean. It shall consist of at least three members.

Article 5

The Committee and SPC shall meet as needed at the invitation of its chairperson or co-chair in the absence of the chairperson. The meeting shall only be valid with the presence of the majority of the Committee's or SPC's members. The Committee's meetings shall be chaired by a chairperson or a co-chair in the absence of the chairperson.

Article 6

Any of the Committee's or SPC's members shall be excluded if s/he is a party to or a witness in the issue under consideration.

Article 7

The Committee and SPC may seek assistance from anyone whose assistance is deemed necessary for carrying out the Committee's work, including but not limited to, a secretary and a translator from the University who will not have the right to vote. The translator shall swear an oath before starting to carry out his/her duties.

Article 8

The Committee and SPC shall issue its recommendations by majority vote of members present. In cases of equal voting, the Chairperson's side shall prevail.

Article 9

Filing a Complaint

1. Any person shall have the right to file a complaint against a student who commits a disciplinary violation.
2. All complaints shall be in writing and supported by available evidence.
3. As per the procedures herein and regardless of the outcome of a complaint, no student shall be harmed as a result of filing a complaint unless it is proved to be malicious or that s/he violated the University's policies. In such case, the Committee can recommend the necessary penalty.
4. The content of the complaint shall not be disclosed to anyone other than those involved in resolving it, unless otherwise stated in the UAE laws or Ajman University's policies.

Article 10

1. Disciplinary violations can be referred to the Committee by the Chancellor or his authorized representative. They can be referred to the Committee without any official submitted complaint.
2. For plagiarism cases, the concerned dean shall refer the plagiarism cases to the College-level SPC.
3. For cheating cases, the concerned dean shall refer the case to the Committee directly. The dean shall consider the following before referring the case:
 - 3.1. Make sure that all information has been accurately filled in the cheating report, including but not limited to student information.
 - 3.2. Make sure that evidence is attached (video, photos, etc.).
 - 3.3. Acquire the technical opinion of the course instructor when deemed necessary.
4. For other violations, the dean or the manager shall refer the case to the Dean of Student Services who shall consider the following before referring the case to the Committee:
 - 4.1. Make sure that all information has been accurately filled in the report, including but not limited to student information.
 - 4.2. Make sure that evidence is attached (video- photos, etc.).

Article 11

Any breach of UAE Laws, rules or regulations of the University, or customs and traditions of the UAE shall be deemed a violation that warrants disciplinary action, including but not limited to the following:

First: Violations of the Code of Public Conduct

1. Any act that violates the rules and regulations of the university or the units affiliated to it, or disrupts the requirements of the educational process on campus or off-campus.
2. Failure to abide by the dress code and public appearance code which are consistent with public morality.
3. Failure to comply with the instructions of the university security personnel or any of the university officials while performing their duties, such as student's refusal to prove his/her identity when so required or violating the directives and guidelines issued by the university, including those relating to Covid-19.

4. Any acts or statements or hints, expressed in person or via a social media outlet on-campus or off-campus, which constitute an insult to honor or dignity, or viewed as contrary to good conduct or might bring the university or its employees to disrepute.
5. Disrupting or causing disturbance to lectures, events, conventions organized inside or outside of the university, including online class sessions, events, activities, or proceedings by whatever mean(s) or incitement to do so. It also includes any disturbance to the arrangements or safety measures taken by the university relating to Covid-19.
6. Violation or disregard of health and safety rules and guidelines specified by the university and in particular those relating to Covid-19.
7. Using the university buildings or its physical or academic assets for purposes other than those intended without obtaining a permission from the university, or attempting to damage those assets.
8. Presence in places where students are not allowed or failure to observe the time schedules for entry of students.
9. Distributing leaflets or issuing magazines without a prior written permission from the university management.
10. Placing posters in places other than the designated ones without a prior written permission from the university management, or writing on walls or furniture.
11. Misuse of any of the means of student transportation such as buses or other means of transportation.
12. Possession of devices, films, pictures, tapes, newspapers or magazines which contain materials incompatible with morality and decency within the university and its facilities, including the university residence halls.
13. Smoking or using electronic cigarettes, etc. in enclosed areas on campus or at the university housing facilities.
14. Carrying firearm or white weapons or possessing inflammable or explosive materials; possessing, using or selling drugs; circulating counterfeit money, etc.
15. Raising funds or collecting signatures without permission from the concerned authorities at the university or abusing the permission granted in this regard.
16. Using words, signs, images, graphics or any other means that offend national or religious sentiments.
17. Any behavior involving discrimination against any student or member of the university community on the basis of gender, religion, age, disability, race, nationality, color or origin.
18. Committing or attempting to commit a crime of any kind, including theft, forgery of documents or using forged documents.
19. Stealing educational materials or tests, or illegally obtaining the same.
20. Unauthorized access to the website or electronic system of the university.
21. Altering of grades or any electronically stored data.
22. Knowingly providing false information to any of the university staff, faculty or administrative offices.
23. Misuse of university records, documents, accounts, proofs of personal identity and computer software.
24. Causing material or moral damage to the University in whatever form it takes.
25. Possession, consumption, distribution of alcoholic drinks or material, or being under the influence of alcohol.

Second: Violation of Academic Integrity – Plagiarism

1. An act of plagiarism is committed when one uses the ideas or work of other people and the representation as one's own original work. Ajman University deploys plagiarism detection software as well as other verification tools to detect any act of plagiarism.
2. Plagiarism encompasses a wide range of forms, such as:
 - Written research, books, articles, and theses.
 - Graphic illustrations, images, and motion pictures.
 - Graphs, maps and models
 - Audiovisual material
 - Online material
3. The following are deemed an act of plagiarism:
 - The submission of any work or academic activity, which is an identical copy of a section of someone else's work, without acknowledging the source and without quotation marks.
 - Submitting the same piece of work for assignments in different classes without previous permission from instructors involved. This also applies when a student submits own previous work, or combining parts of previous works with current work, without approval from all instructors involved.
 - Borrowing phrases from a source without using quotation marks, or finds synonyms for the author's language while keeping to the same general structure and meaning of the original.
 - Neglecting to cite sources, or misquotes of sources, or paraphrases a source by using similar words, groups of words, and/or sentence structure without acknowledging the source.
 - Asking or hiring others to conduct research or an academic activity on behalf of the student without prior written permission from the course instructor or supervisor of the research or academic activity in question.
 - The deliberate provision of invalid research data or false data related to an academic activity, a questionnaire, or statistical work, which the student has been assigned to do.
 - The false attribution of an innovation to one's self.
 - Copying the content of online blogs without crediting the source.
 - The use of audio-visual material without crediting the source.
 - The use of graphic illustrations, images, motion pictures, and representing them as one's own without crediting the source.
 - The translation of others' work to a different language and representing it as one's own without crediting the source.

Ajman University requires its faculty members to utilize plagiarism detection software for detecting plagiarism in both text and computer programs in the materials submitted by students for all types of assessments. The faculty is also responsible to detect plagiarism in submitted figures, images, graphic illustrations, etc. Furthermore, the faculty must regularly inform students that plagiarism in all its forms is not acceptable as per the University policy.

All the above violations concerning plagiarism are applicable to all modes of teaching and learning, including F2F, online and blended modes.

Third: Violation of Academic Integrity – Online Assessment

1. Ajman University employs stringent security measures and authentication protocols to ensure the integrity of student work in the e-learning environment. This includes technological tools to limit fraud and academic dishonesty.
 - The use of proctored online assessments with secure browsing and monitoring capabilities where online assessments are carried out.
 - Regular reviews by IT staff of IP logins for courses, exams, and assessments to monitor and report any unusual patterns indicative of potential academic dishonesty.
2. Faculty and relevant support staff involved in delivering or supporting online courses are continuously trained on best practices for upholding academic integrity in an online environment, including the identification and prevention of potential violations.

Ajman University commits to ensuring that all online and blended courses uphold the same rigorous academic integrity standards as face-to-face courses. Therefore, the University will not tolerate violations of academic integrity during online assessment. Appropriate disciplinary action will be taken on all reported acts of violation of academic integrity for courses assessed online.

Fourth: Filming, recording lectures, taking pictures, and forms of unacceptable behavior in the classroom including online classes, events, or activities

1. Using cameras on-campus (be it via mobile phones, portable computers or any other electronic devices) in a way that has a negative effect on others and the standing and image of the university.
2. Making videos to record scenes of students attending online classes or taking their pictures as shown on the screen and sharing them through social media, email, websites, or any other public or private media platform.
3. Recording lectures is strictly prohibited unless explicit permission is granted by the concerned instructor. If the permission is granted by the instructor, the student must provide the instructor with a copy of the recordings and any associated multimedia files.
4. Displaying or sending offensive messages, videos, or pictures.
5. Harassing, bullying, or annoying a participant in a classroom including online classes.
6. Using inappropriate language in an educational setting including online classes.

Fifth: Violations of Housing Rules

1. Accommodating unauthorized persons without the approval of the student housing management or allowing visitors to enter the housing facilities without prior written permission.
2. Failure to comply with the instructions of the university security personnel or any of the university officials while performing their duties, such as student's refusal to prove his/her identity when so required or violating the directives and guidelines issued by the university, including those relating to Covid-19.
3. Violation or disregard of health and safety rules and guidelines specified by the university and in particular those relating to Covid-19.
4. Modifying, replacing or moving student housing items.
5. Failure to observe the quiet hours specified by the housing management.
6. Using loudspeakers inside or outside of residential halls.
7. Any violation of the housing rules and regulations.

Sixth: Violation of Examination Rules

1. Violation of examination regulations, non-compliance with instructions of the examination hall supervisor or any of the invigilators, disrupting the peace and quiet of the examination, and/or causing examination delays.
2. Committing or attempting to commit any kind of cheating in an examination or assisting another student to cheat in any shape or form.
3. Providing false personal information on answer sheets or attendance list.
4. Possession or use of any communication, storage or any other electronic devices, during the exam, even if it is switched off. These include but not limited to: mobile phones, smart watches, and earphones even if switched off.
5. Possession of academic materials related to the examination subject matter in any shape or form.
6. Writing notes related to the examination subject matter on the body, dress, wall, table or any other medium.
7. Refusal to hand over the answer sheet to the examination Committee's official or any of the invigilators before the student leaves the exam hall.
8. An act of impersonation by any person from inside or outside the University by sitting an examination or presenting an assessed academic activity on behalf of another student with or without his/her knowledge or consent.
9. Involvement in any illegal activity with regard to examinations such as the leakage, stealing, distribution, selling, and/or buying of an examination related content or material.
10. Physical or verbal assault of an invigilator, student, or any other person in the examination hall.
11. Cheating in online examinations, tests, quizzes, assignments, projects, or any other form of assessed academic activity. This may include but not limited to: collaborating with one or more students or individuals in conducting assessment activities, unlawful solicitation of assistance from other individuals, unlawful use of any electronic devices or software, unlawful communications with other students or individuals, impersonation, unlawful access into online examinations' sites or question banks, and any other act that violates the sanctity of fair online assessment. Proven cases are subject to the same penalties as for in-class and proctored assessment activities stipulated in Article 15.

All the above violations are applicable to all modes of teaching and learning, including F2F, online and blended modes.

Article 12

Committee's Response to Referred Violations

Having investigated the violation, the Committee may take one of the following recommendations:

1. Resolving the issue amicably in some cases.
2. Shelving the investigation:
 - 2.1. because the student did not commit a violation; or
 - 2.2. due to lack of evidence against the student.
3. Requesting all or some of the involved students to sign an undertaking to avoid taking a specific action or committing a violation.

4. Imposing one of the disciplinary penalties or measures provided for in the subsequent articles in this policy on the student if proven to be guilty.

Article 13

Disciplinary Penalties

Penalties and Measures for Violations of Code of Public Conduct, Filming, Recording Lectures and Taking Photographs and Other Unauthorized Behaviors

One of the following penalties or measures shall be imposed on the student who violates the Code of Public Conduct, films and/or takes photographs, record lectures without explicit permission of the instructor or not providing the instructor with a copy of the recordings and any associated multimedia files or commits other unauthorized behaviors including online class sessions, events, or activities:

1. Verbal warning.
2. Written warning.
3. Depriving the student of all or some of the privileges (including but not limited to deprive the student from attending the graduation ceremony or any other event, etc.), services or extracurricular activities provided by the University with or without refund of fees.
4. University Probation: University probation may be imposed for a specific period of time, during which the student's behavior will be closely observed and monitored. The student must demonstrate capability of functioning in a way which does not violate the University's Standards of Conduct. Any misconduct by the student while on disciplinary probation may result in additional and, possibly more severe, disciplinary action. Additional restrictions and conditions may be added to the terms of the probation. If all the terms of the probation have been met, it will be lifted. Failure to meet the terms of the probation may lead to further disciplinary action. Probation may be noted on the student's permanent record during the period of probation.
5. Community services hours as determined and supervised by the office of student life, at any office in the AU. Community service hours may not count towards service learning hours or other community service required by another program, scholarship, or organization.
6. Educational experiences or projects: include any activity or project that provides space for students to reflect upon their conduct, identify harm to self or to the community, and/or educate other students about the University's Standards of Conduct. Students must provide written verification of their completion of the experience/project and must schedule a meeting with the manager of the counseling unit to agree upon the type of project and to discuss their experience/project.
7. Referral to the counseling unit: Counseling Unit, the student shall attend one or more workshops and/or counseling sessions as determined and organized by the Unit.
8. Depriving the student of completing the course in which the violation is committed; Awarding a failing grade on the course and obligating the student to pay the course fees.
9. Depriving the student of completing the whole semester in which the violation is committed; awarding a failing grade on all of the semester courses s/he is enrolled on and obligating him/her to pay the fees.
10. Suspension from study for one or more semesters.
11. Dismissal of the student from University and awarding him/her a failing grade on all of the courses of the semester in which the violation is committed, with taking benefit from the academic records, and obligating him/her to pay the fees.

12. Dismissal of the student from University and awarding him/her a failing grade on all of the courses of the semester in which the violation is committed, without taking benefit from his/her academic records, and obligating him/her to pay the fees.

Article 14

Penalties for University Housing Violations

One of the following penalties shall be imposed on the student who violates the regulations of the University Housing:

1. Verbal or written warning.
2. Depriving the student of having all or some of the housing/university privileges (including but not limited to deprive the student from attending the graduation ceremony or any other event, etc.) with or without refund of fees.
3. Transfer of the student from the floor or building where s/he resides with or without refund of fees.
4. Temporary or final eviction from University housing with or without refund of fees.
5. Dismissal of the student from University and awarding him/her a failing grade on all of the courses of the semester in which the violation is committed, with taking benefit from the academic records, and obligating him/her to pay the fees.
6. Dismissal of the student from University and awarding him/her a failing grade on all of the courses of the semester in which the violation is committed, without taking benefit from his/her academic records, and obligating him/her to pay the fees.
7. Apply one of the measures mentioned in article 13, section 4, 5, 6, or 7.

Article 15

Disciplinary Penalties for Violations of Examination Rules

1. A written warning is issued for every student committing a violation described by Article 11, Section 6, Item 1. Subsequent repeats of the offense in future examinations result in a failing grade (grade X) for the course and the case shall be noted in the student's file and his/her transcript marked with "X" for that course.
2. A student committing one or more examination violation described by Article 11, Section 6, Items 2, 3, 4, 5, 6, 7, and 11 for the first time will be awarded a failing grade (grade X) for the course in which the student committed the violation. The student shall pay the full course fee. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for that course.
3. A student committing one or more examination violation described by Article 11, Section 6, Items 2, 3, 4, 5, 6, 7, and 11 for the second time will be awarded a failing grade (grade X) for all courses registered in the semester in which the student commits the violation. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester.
4. A student committing one or more examination violation described by Article 11, Section 6, Items 2, 3, 4, 5, 6, 7, and 11 for the third time will be awarded a failing grade for all courses registered in the semester in which the student commits the violation and will be suspended for the following two semesters. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the

courses registered in the semester. If the student decides to transfer from the University, the student can benefit from his/her academic record.

5. A student committing one or more examination violation described by Article 11, Section 6, Items 2, 3, 4, 5, 6, 7, and 11 for the fourth time will be awarded a failing grade for all courses registered in the semester in which the student commits the violation and will be dismissed from the University. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester. If the student decides to transfer from the University, the student can benefit from his/her academic record.
6. A student involved in an act of impersonation described in Article 11, Section 6, Items 8, and 11 (as an impersonator or as the student being impersonated) will be awarded a failing grade for all courses registered in the semester in which the violation was committed and will be suspended from the University for one semester. This penalty will apply if the impersonation offense is committed for the first time. Both students shall pay the full course fee for all courses registered in the semester. The impersonation case shall be noted in each student's file and his/her transcript marked with "X" for all the courses registered in the semester. Any student involved who decides to transfer from the University can benefit from his/her academic record. The University may pursue other forms of legal action if the impersonator is not an Ajman University student (i.e. a person from outside the University or an employee of the University). A repeat of this offense will result in dismissal from the University and a failing grade awarded to all courses registered in the semester and marked with "X". The full course fee for all courses registered in the semester shall be paid. In addition, each student can be deprived from benefiting from his/her academic records when the offense is committed a second time.
7. Any student involved in the leakage, stealing, illegal distribution, selling, and/or buying of an examination related content or material will be awarded a failing grade for all courses registered in the semester in which the violation was committed and will be dismissed from the University. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester. The student shall pay the full course fee for all courses registered in the semester. The student can be deprived from benefiting from his/her academic records. The University may take further legal action against any person involved.
8. In the case of physical or verbal assault by a student in an examination hall, one of the penalties mentioned in article 13 shall be imposed on the student.
9. Upon a written request submitted by the student to the Office of Admissions & Registration, not before his/her last Semester at the University, the "X" mark may be removed from his/her transcript if there is no more than one course marked with "X" in the transcript.
10. All the above disciplinary penalties for violations of examination rules also apply equally to online assessments.

Article 16

Disciplinary Penalties for Violations of Academic Integrity – Plagiarism

1. Faculty members are responsible for checking acts of plagiarism in their courses. If a faculty determines that an act of plagiarism has been committed, a report of the incident with supporting evidence shall be submitted to the Head of Department who in turn will forward the report to the College Dean for further action. The Dean shall refer the case file to the SPC. The SPC will take one of the following actions as appropriate:

- 1.1. If the student has no previous record of plagiarism in any course, a zero grade is given to the submitted work.
- 1.2. A student committing a second plagiarism offense in any course (not necessary the same course) will be awarded a failing grade on that course and shall pay the full course fees. The plagiarism offence shall be noted in the student's transcript and marked with "XF".
- 1.3. A student committing a third plagiarism offense in any course (not necessary the same courses) will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's transcript and be marked with the "XF" for all the courses taken in that semester.
- 1.4. A student committing a fourth plagiarism offense in any course (not necessary the same courses) will be suspended from the University for two semesters, and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's transcript and be marked with the "XF" for all the courses taken in that semester.
- 1.5. A student committing a fifth plagiarism offense in any course will be dismissed from the University, and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's transcript and be marked with the "XF" for all the courses taken in that semester.
2. The student will have to pay the fees for all courses. However, s/he can benefit from his/her academic record.
3. Upon a written request submitted by the student to the Office of Admissions & Registration, not before his/her last Semester at the University, the "XF" mark may be removed from his/her transcript if there is no more than one course marked with "XF" in the transcript.
4. The University may supplement its penalty with a decision to fully or partially ban the student from the privileges provided by the University (including but not limited to deprive the student from attending the graduation ceremony or any other event, etc.).
5. All the above penalties for violations of academic integrity - plagiarism also apply equally to online assessments.

Article 17

1. The student is required to abide by the decision of the Chancellor. Should the student fail to abide, the Committee can directly recommend an appropriate penalty or measure.
2. In all cases, regardless of the action or decision taken against the student, whether it results in student dismissal from the University or not, the Chancellor can stop or withdraw the student's discount/scholarship (if any).

Article 18

1. A penalty can be reduced if there are mitigating grounds.
2. The same penalty imposed on a student violating Ajman University's policies shall be imposed on his/her accomplices.

Article 19

The Committee, the ad hoc committee and the SPC may accordingly take possession of all materials and tools used in the cheating and plagiarism cases up until the end of the investigation.

Article 20

Under all circumstances, the University shall have the right to hold the student responsible for the cost of any damage s/he causes, including for example, the value of the damaged item, cost of repair and installation, as well as the lost profit and other consequential damage.

Article 21

Investigation Summons

No penalty provided for in the previous articles shall be imposed before conducting a recorded investigation with the student, hearing his/her statements on the accusations leveled against him/her and giving him/her the opportunity to defend himself/herself. Should the student refuse to appear before the investigation Committee or SPC, or is absent twice without an acceptable excuse notified before the meeting despite being instructed to attend, the Committee or SPC shall proceed with the case in absentia as if s/he were present. The Committee or SPC may hear the testimony of witnesses if so required or deemed appropriate.

Article 22

1. The violating student shall be summoned to appear before the Committee at least twenty-four (24) hours before the hearing date.
2. In urgent cases (especially violations of examination rules), the Committee has the right to ask the student to appear before the Committee in less than 24 hours, provided that the student is notified in person by any mean including but not limited to mobile phones. S/he shall be regarded as having been notified even if s/he refuses to sign the acknowledgement of receipt of the notice to appear.
3. The student may be notified at the exam hall. Refusal to sign the notice to appear or the incident report will not invalidate the notice which shall remain valid and enforceable.

Article 23

Should anyone, including the student, behave in such a manner that might disrupt the proceedings of the investigation session or refuse to comply with the instructions of the Committee's chairperson, the chairperson may order his/her removal from the hearing room.

Article 24

The investigation report shall be documented.

Article 25

A student is entitled to respond to the accusation verbally or in writing or by submitting documents related to the accusation levelled against him/her.

Article 26

The Committee shall submit its recommendation along with the complete file of the case to the Chancellor or his authorized representative for approval. The SPC shall submit its report to the Dean.

Article 27

Safeguards for Imposing Disciplinary Penalties

Upon imposing disciplinary penalties, the following guidelines shall be observed:

- First: The disciplinary penalty shall be commensurate with the violation committed. In imposing the penalties provided for in this policy the magnitude of the violation, the student's precedents and his circumstances may be observed.
- Second: The grounds on which the Committee has based its recommendation shall be spelt out.

Article 28

Notifying and Filing Disciplinary Decisions

1. The Chancellor's decision might not match the recommendation of the Committee for a justified reason. The Rapporteur of the SDC shall notify the student, Office of Registration, College and the Deanship of Student Services of the decision, within no more than one week of its date of issue so as to put the decision into action.
2. The Dean shall notify the decision of the SPC to the Office of Registration within no more than one week of its date of issue. The Dean's office shall notify the decision to the concerned student.

Article 29

Decisions related to disciplinary penalties shall be kept in the student's file along with his/her academic record. The penalties may be made public as per a recommendation by the Committee which issues the penalty and the approval of the Chancellor or his authorized representative.

Article 30

Disciplinary decisions or their content may not be released to any media outlets unless approved by the Chancellor or his authorized representative.

Article 31

The Deanship of Student Services shall follow up the decision taken against the student and put it into action. It shall also take whatever action deemed conducive to the student's behaviour modification and submit a report on the outcome to the Dean of Student Services, making any appropriate recommendations.

Article 32

Appealing Against Disciplinary Decision or against SPC Decision

The student may appeal the disciplinary decision issued against him/her either by utilizing the link provided in the email that communicated the decision or by accessing the official Online Request System (ORS) to submit an appeal directly to the Chancellor or his authorized representative.

1. The student shall submit the appeal within a maximum of seven working days of his/her being notified of the decision, in writing, otherwise the decision shall be final and enforceable.
2. The Chancellor may refer the case to a different ad hoc committee for re-consideration (the recommendation of the ad hoc Committee may or may not align with the recommendation of the previous Committee), if the appeal is submitted within the mentioned deadline and the student can prove one or more of the following:
 - Failure to observe the investigation procedures provided for in the University policies.
 - Emergence of previously unknown evidence which might have influenced the decision.
 - The disciplinary penalty is not commensurate with the violation.
3. Appealing a disciplinary decision shall not lead to the aggravation of penalty against the appellant.
4. The Chancellor's decision might not match the recommendation of the Committee for a justified reason. His decision is final.
5. A student has the right to file an appeal against the decision of the SPC to the Dean of the College. The decision of the Dean will be final, except in the case of suspension, dismissal, or awarding a failing grade on one or more courses. In these cases, the student may appeal to the Chancellor who shall refer the case to a different ad hoc committee for reconsideration if the conditions mentioned in article 32 (section 2) are met. The decision of the Chancellor will be final.

Article 33

General Provisions

1. Notification via the email provided to the student by the University or via a text message sent to the student's mobile phone registered with the University's Admissions or Registration offices shall also be legal and acceptable.
2. Notices via email will be deemed to have been delivered, received, and known by the student one (1) calendar day after confirmed transmission.

Article 34

In case of a conflict between the provisions of this policy and the provisions of any other policy or manual, the provisions of this policy shall apply and prevail. And in case of a conflict between the Arabic version of this policy with a version in another language, the English version shall apply and prevail.

Article 35

The SDC or the ad hoc Committee may recommend on matters not covered by the provisions of this policy. In case of Plagiarism, the Dean can decide on matters not covered by the provisions of this policy.

Article 36

1. Any exceptions to this policy must be well justified and escalated to the Chancellor for a final decision.
2. A student who files a complaint externally cannot file a complaint internally within the university, unless otherwise stated by the Chancellor for a valid reason.

Article 37

This policy shall come into force and effect on the date of its approval by Ajman University competent authorities.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	27/02/2020	New policy – Merging between existing policies(disciplinary policy and academic integrity policy)	Vice Chancellor for Academic Affairs
V 2.0	12/06/2020	Revised policy – Removed specific names of plagiarism software, and added COVID-19-related content on two sections: Violation of Housing rules and Disciplinary Violations	Vice Chancellor for Academic Affairs
V 2.1	20/12/2020	Updates relevant to online examination	Vice Chancellor for Academic Affairs
V 2.2	02/09/2022	Minor updates relevant to plagiarism	Vice Chancellor for Academic Affairs
V 2.3	16/10/2023	This policy has been revised to update the disciplinary penalties. Also, changes have been made in the formation of committees and processes for investigation and appeal.	Vice Chancellor for Academic Affairs
V 2.4	10/01/2024	Policy general updates	Office of Legal Affairs
V 2.5	28/02/2024	Minor updates relevant to online learning and assessment	Office of Legal Affairs
V 2.6	06/09/2024	Minor updates relevant to students recording lectures	Office of Legal Affairs

Student Grade Appeal Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

The student grade appeal is a request for review of a decision made with respect to a student's grade. This policy, which applies to all students enrolled at Ajman University, provides a means to request reconsideration of the grade decision without risk of disadvantage.

Definition

Informal Resolution: Informal Resolution is an alternative to a Grade Appeal that may be used to address students' concerns relevant to their grade. The objective of Informal Resolution is to allow the individual parties (student/instructor) to successfully achieve a resolution without the need for a formal appeal.

Statement

Grade Complaints concerning final examination results need to be submitted within 15 calendar days following the announcement of examination results. Students may appeal a final grade after it has been posted through formal procedures, and their requests will be answered before the beginning of the next academic semester. Students wishing to appeal a final examination grade result must adhere to the following procedure.

Grade Appeal Procedure

1. The student can seek advice and guidance from his/her advisor and/or the course instructor to avail of the opportunities for early and/or informal resolution. In this case, if the matter is not resolved with the instructor through informal resolution, the student may submit an online request through the Online Request System (ORS) Grade Appeal, which is routed to the Office of Registration.
2. The Office of Registration will screen the request to ensure the validity of the request.
3. Upon approval from the Office of Registration, the request is routed to the Office of Finance for charges allocation.
4. The request is then routed to the concerned college where deliberations are conducted and the decision is taken. Upon receiving the request, the college forms a three-member committee that includes the instructor of the course. The committee will meet and review the grade calculation to determine computational, or clerical error or something contrary to the policies and procedures stated in the course syllabus. The deliberation and decision of the grade appeal should be completed by the college within two weeks from receiving the request.
5. In the event the appeal is rejected by the college, an automated email is sent to the student notifying him/her of the decision. The student can also access the system to check online the Grade Appeal (complaint) status.

6. In the event the appeal is approved by the college, the decision will be routed to the Office of Registration to reflect the approved grade change on the student academic record.
7. The student will receive an email notification on his/her university email that the request is completed and the change of grade has taken place. The student is able to verify the completed status of the request by accessing the online system.
8. The Office of Registration shall maintain electronic records of appeals and complaints whether approved or rejected.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	University Central Committee
V 1.1	27/03/2013	Minor change – merging of grievance and appeal	General Director of Student Affair Department
V 1.2	30/10/2018	Minor change to decision and appeal procedure	Dean of Student Services
V 2.0	19/02/2020	New policy - provide students the possibility to request a grade decision review	Office of Admissions and Registration
V 2.1	23/03/2023	The policy has been updated to reflect “informal resolution”	Vice Chancellor for Academic Affairs

Student Activity Policy

Policy Owner	Director of Student Life	Responsible Office	Office of Student Life
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Purpose

This document sets out the University's policy, which regulates student activities supervised by the Deanship of Student Services. This policy applies to students members enrolled at Ajman University.

Statement

- The Office of Student Life is responsible, and plays a vital role in governing, shaping and organizing activities that offer scientific, cultural, and entertainment benefits to students.
- The Office of Student Life, Deanship of Student Services and the Deans of Colleges are responsible for encouraging all students to participate in at least one activity to enable them to build their personality and to develop their extra-curricular talents.
- The unit of Student Activities and Development of the Office of Student Life is responsible of organizing several activities that should span a wide range of interests, covering social, cultural and artistic activities.
- The unit of Student Activities and Development should also act as the central support for a variety of student societies.

Social and Cultural Activities

Aim of Social and Cultural activities

- widening and promoting the social aspects of the students' personality
- training students for voluntary work.
- contributing to the rapid integration of new students in University atmosphere.
- Organizing Global day.

The unit of Student Activities and Development is responsible of the following main Social and Cultural events

- Arranging and supervising meetings at which students are able to get to know each other to break down the psychological barriers between senior and new students.
- Promoting social awareness among students including for a variety of charitable causes, such as visiting institutions, orphanages, hospitals, etc.
- Organizing heritage day for all nationalities.
- Organizing activities, during the holy month of Ramadan.
- Cooperating with the UAE institutions and authorities in health-awareness campaigns on subjects such as illegal drugs and smoking.
- Organizing blood donation campaigns in cooperation with the Ministry of Health.
- Taking part in campaigns and events organized by formal authorities such as the National Day, Martyr's Day, Flag Day, Civil Defense, UAE national sports day, Happiness day and Traffic Week Festivals.

- h. Offering regularly training courses on first aid and personality development.

The unit of Student Activities and Development supervises students in:

- a. Organizing high quality intellectual and cultural lectures given by reputed experts from within and outside the University.
- b. organizing cultural, intellectual, literary and scientific competitions, and awarding prizes and certificates for distinguished projects such as short stories, literary articles, scientific research and poetry competitions, to promote student creativity.
- c. organizing readings, seminars, discussion forums and exhibitions of student work.
- d. writing articles for publication in the University Magazine.
- e. participating in cultural, intellectual and scientific competitions organized by educational, literary and scientific institutions in the UAE.

Student Council

AU recognizes two single-gender student councils for male and female students. Each student council consists of 15 members, 10 of which are nominated by the colleges while the remaining 5 are chosen through campus-wide elections. The Student Council's mission is to represent students and give them the opportunity to communicate their views and concerns to the Higher Management. It provides resources to various student, and endeavors to promote the values of teamwork, dedication and responsibility.

Student Clubs.

- a. In collaboration with Colleges, the office of Students Life is responsible for supporting clubs, which exists in Deanship of student services and each college.
- b. The goals of these clubs are to:
 - Encourage student participation in a variety of activities to improve their performance and develop their leadership skills.
 - Promote the spirit of cooperation among students, and encourage them to take on responsibility.
 - Provide support to new students by advising them and helping them in their new academic life.
 - Obtain student input regarding needs and wishes, and forward the information obtained to the unit of Student Activities and Development.
- c. The Club's Board Members shall name an Advisor from among the members of the academic or administrative bodies. S/he shall be responsible for supporting, mentoring and guiding the club.
- d. The budget for each student club is determined at the beginning of the academic year, and the Clubs' Presidents shall be notified. The Club President shall request the budget for each event at a time through the ORS system at least 5 working days prior to the event to get the required approval. S/he shall reimburse the official expenses receipts with the remaining amount, if any, after the event and within 3 working days.

Art Activities

- a. The unit of Student Activities and Development is responsible for promoting the aesthetic and artistic aspects of student life by:
 - organizing exhibitions of student artwork in various areas to motivate talented students.

- encouraging students to design wall magazines to show their written and artistic work, exhibited in the halls and corridors of the University.

Sport Activities

The Unit of Athletics is responsible for encouraging the participation of a large number of students in sport activities that are available at the campus to build their physical wellbeing through exercises.

- a. The Unit of Athletics is responsible for managing the usage of AU sport complex and facilities: fields for football, handball, basketball and volleyball, and the gymnasium.
- b. The Unit of Athletics also organizes sporting events and coaches the various students teams in many indoor and outdoor national competitions, by:
 - forming University sport teams and arranging regular training sessions.
 - participating with universities and colleges from across the UAE in championships and sporting competitions organized by the Higher Education Sports Federation.
 - promoting health and fitness through body-fitness programs and courses in track and field sports, games and swimming.
 - ensuring that the University sport facilities and equipment are updated.
 - ensuring that safety standards are upheld.

Procedure

General terms

- All clubs are open to all AU students during their study years, and students may establish clubs/communities that promote their common interests.
- All clubs/communities are required to fill in an event's plan highlighting all the event's details, budget and requests to be submitted to the supervisors, and all events requested should meet club/communities' goals in line with AU's vision.
- If the requested events were not included in the club's semester plan, it should be submitted at least two weeks prior to the actual event date for approval.
- Clubs/communities must hold elections on yearly basis to select new board members.

Club/Community Membership

1. Memberships expire a year after registration and open for renewal the following year
2. Registration is open throughout the year but, will be closed one-week day prior to the board members' election of the selected club/organization.
3. Students may register as members of as many clubs/organizations as they wish.
4. Each club has to start with the minimum of 10 members and should increase this number by 10% every semester (part of the club's achievements)
5. Each club should host at least two activities on campus each semester. Typical activities could include, but are not limited to participating in the annual club fair, hosting a fundraiser, coordinating a service project, sponsoring a program or attending a conference; or else will be an inactive club and will be deprived from the budget allocated to it per semester, will be subject to cancellation.

Establishing a Student Club/Community

1. Applicants should submit a completed Student Club/ Community Registration Form, a list of the names and ID numbers of at least 10 students interested in being members of the club, a written proposal indicating the purpose of the club/ Community including its mission and goals, and the proposed club's/ Community's constitution stating the club's/ Community's rules and regulations (forms are available to be collected and filled at the club's supervisors' desk).
2. Completed Club/community Registration Form must be approved by the Unit's manager and the Director of Student Life.
3. It is recommended to select a faculty/staff advisor for the club/community where he/she guides and share his/her expertise with the members.
4. Once officially registered and recognized, a student club/community must have an official name, logo and mission that should be approved by the unit's manager in 3 weeks' time.
5. All clubs are obliged to operate in compliance with university rules and regulations.
6. All clubs and communities' events have to be in line with AU's vision and mission
7. For communities, it is preferable that the president of the club is a citizen of the country the community represents.
8. Each club and community must submit a semester's plan with all activities wished to be carried out.

Club/Community renewal process

1. The board members' life cycle is one year, elections process should start afterwards to give an opportunity for other members to be board members.
2. Any modifications request in the club's name or logo should be requested by the club's president from the club's supervisor's office and will be subject to approval in 3 weeks' time
3. Once approval is granted, clubs are announced as functional

Club/Community Events and Activities

1. Representations of the community's cultural events should be presented in the communities' semester plan.
2. During any event held by a club/community, students may seek advice from the club's advisor, supervisor and if needed the student's activities and development manager.
3. Once an event is approved by the student's activities and development manager, media and marketing aspects are to be covered by the Unit.
4. All Events have to be submitted by the club\community's president
5. Each club should utilize their talented members' skills during their carried-out events.
6. Each club should not exceed their 2k semester budget.

Club/Community Nomination and Election

1. On yearly basis, clubs/communities must hold elections to select new board members.
2. Club/community executives are required to serve one complete year in their posts.

3. Students cannot run for more than one of the top four positions of two different clubs simultaneously; however, they are able to run for a top position and a lower position in two different clubs/organizations.
4. Any student who is found in violation of the Student Disciplinary and Academic Integrity Policy or UAE laws will not be eligible for board election to clubs/communities. All nominees will be subject to background checks, and the Management reserves the right to remove those who are found in violation of the Student Disciplinary and Academic Integrity Policy or UAE laws from the election process.

Conduct of Students on Student Council or Boards of Registered Clubs/Communities

Students on Student Council or on the boards of registered clubs/communities are considered role models for their peers. AU expects all board members to adhere to the highest standards of ethical behavior. A student on any board who is found in violation of the Student Disciplinary and Academic Integrity Policy or UAE laws during his/her tenure will be immediately ejected from the club/organization and discharged of his/her responsibilities from the date of receiving the notification from the Dean of Student Services.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial Policy	Deanship of Student Services
V 1.1	20/09/2012	Minor change in policy authority	Director of Community Service
V 1.2	09/05/2019	Inclusion of student council, student clubs and arts activities / procedure for clubs establishment	Director of Student Life
V 1.3	16/02/2021	Student clubs – advisor and budget-related procedures	Director of Student Life
V 1.4	02/05/2021	Updated Club/Community Nomination and added Conduct of Students on Student Council or Boards of Registered Clubs/Communities	Director of Student Life
V 1.5	04/06/2024	The policy has been renewed without changes.	Director of Student Life

Student and Alumni Travel Policy

Policy Owner	Deanship of Student Services	Responsible Office	Office of Student Life
Approved By	Chancellor	Effective Date	August 2022
		Next Review Date	August 2025

Purpose

This policy aims to promote a safe travel environment for Ajman University (AU) Students, Alumni and Visiting Students, who may participate in the events or activities organized by the University across the UAE or overseas. This policy supersedes any previous or related policies, procedures, minutes, manuals, handbooks, and bylaws.

Scope

This policy applies to all AU enrolled and visiting students; be they undergraduate or graduate students, or alumni participating in approved domestic or international event or activity. These shall include the following:

- Organized or sponsored trips by recognized AU student organizations.
- Organized or sponsored trips by AU colleges/offices.
- Course-related field trips. This policy does NOT apply to:
- Domestic sports games and friendly matches.
- Students travelling as spectators to sports and/or other events.
- Any trip organized without prior approval from the University.

Definitions

Student - All persons registered for studying at AU.

Visiting Student - All persons unregistered for studying at AU and are guest attendees of on-campus lectures/activities.

Exchange Student - All persons registered for studying at AU for maximum (2) semesters.

Student Organization – All student councils, clubs, communities, and societies whose registration and formation are approved by the Office of Student Life.

Alumni - Former AU students who have successfully completed their studies.

Inbound - All international guest students who are not part of AU Community.

Outbound - AU students visiting international partners for a study tour or semester exchange.

Organized Event - An activity initiated and/or arranged/managed by an AU college/office or recognized student organization as defined above.

Sponsored Event - An activity endorsed by AU through financial support or by sending students to participate in any activity as official representatives of the University.

Domestic Travel - Any trip or travel within UAE.

International Travel - Any trip or travel outside UAE.

Chaperon - AU faculty or staff assigned to accompany the students/alumni during a domestic or international trip/travel.

Statements

Student and alumni travel must meet the following requirements:

- The purpose of the travel must be consistent with the mission of the University, as well as the mission and goals of the organizing college/office or any of the recognized student organizations across AU.
- Students/Alumni must comply with the Code of Conduct and other University policies and procedures as well as the chaperone(s) assigned by the authorizing College/Office.
- Students/Alumni must complete and provide the authorizing College/Office with forms such as, but not limited to, Waiver of Liability, NOC, Travel Agreement, and Emergency Contact Information.
- Student Non-Academic domestic travels must be endorsed by the Manager of Activities and Development/Athletics and approved by the Director of Student Life.
- Student Non-Academic international travels must be endorsed by the Dean of Student Services and approved by the Vice Chancellor for Academic Affairs.
- Academic domestic travels must be endorsed by the Head of the organizing department and approved by the Dean of the concerned college.
- Academic international travels must be endorsed by the Dean of the concerned college and approved by the Vice Chancellor for Academic Affairs.
- Alumni domestic/international travels must be endorsed by the Manager of Alumni Office and approved by the Vice Chancellor for Advancement and Communication.
- Students/Alumni trips must be accompanied by chaperone(s) - 1 to 10 Students and 1 to 15 Alumni for international travels, and 1 to 20 Students/Alumni for domestic travels. A chaperone is not required for outbound exchange programs.
- AU employees, when serving as chaperones during Students/Alumni trips, shall strictly observe and be subject to the terms and conditions of the Business Travel Policy - specifically approval cycle, benefits and allowances (i.e. air tickets, accommodation, per diem and other daily stuff).
- All travel-related costs of the chaperones shall be covered from the budget of the organizing unit as part of the trip costs.
- Inbound exchange students are subject to this policy during their tenure at Ajman University.
- Travel Proposals shall be approved based on the nature of the proposed trip. The University management reserves the right to ask for modifications in any proposal or adding certain restrictions to ensure students/alumni's safety during the trip.
- Students/Alumni must completely abide by all the arrangements approved by the University in the local or international travels. They are not allowed to change the airline carrier, hotels, or any other related arrangements.
- Travel insurance must be secured by the organizing college/office for all students, alumni and chaperones participating in international trips as part of the travel arrangements.
- The University shall not be bound to compensate students, alumni or chaperones for any personal expenses that are not part of the approved trip details/program.

Procedures

1.1. Domestic Travels

1.1.1. *Non-Academic*

1. Activity supervisors email a detailed event proposal, along with required documents and information to the Manager of Activities and Development/Athletics at least 10 working days prior to the trip date. The proposal must include the purpose of the trip, required budget (if any), date, time, destination, transportation, a list of participants, including their AU IDs, emails, mobile numbers,

along with the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.

2. Manager of Activities and Development/Athletics emails a detailed event proposal to the Director of Student Life for approval.
3. Trip proposals must be endorsed by the Manager of Activities and Development/Athletics and approved by the Director of Student Life.

1.1.2. Academic

1. Faculty members/ staff email a detailed event proposal, along with required documents and information to the head of the organizing department at least 10 working days prior to the trip date. The proposal must include the purpose of the trip, required budget (if any), date, time, destination, transportation, a list of participants, including their AU IDs, emails, mobile numbers, along with the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.
2. The head of the organizing department emails a detailed event proposal to the Dean of the concerned college for approval.
3. Trip proposals must be endorsed by the head of the organizing department and approved by the Dean of the concerned college.

1.2. International Travel

1.2.1. Non-Academic

1. Upon request, the Director of Community Engagement informs the Director of Student Life with required visa documents and provides three quotations and itineraries for the trip from AU approved vendors.
2. The Director of Student Life emails a detailed event proposal, along with the required documents and information to the Dean of Student Services three months prior to the trip date for approval. The proposal must include the purpose of the trip, itinerary, quotation(s), required budget (if any), date, time, destination, transportation, number of participants, along with the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.
3. Following approval of the Dean of the Student Services, the Director of Student Life submits the endorsed trip proposal to the Office of Budget and Planning and the Vice Chancellor for Academic Affairs two months prior to the trip date for final approval.
4. The Office of Student Life requests the office of Finance to open an account for the trip so that participants make their payments (if any) to this account.
5. The Office of Student Life announces the trip to AU students through the channels suggested by the Office of Marketing and Communication.
6. The Manager of Activities and Development/Athletics must coordinate with the Office of Finance to ensure that the total costs of the travel/activity have been deposited into the University's account. S/he shall email the Director of Student Life on the same to confirm the deposit and final number of confirmed participants.
7. The Director of Community Engagement conducts, or facilitates, an orientation on completing the visa application form and the required documents to the chaperone(s) two months prior to the trip date.
8. The Chaperone(s) conducts an orientation for completing the visa application form and the required documents to the participants. Filling the visa application is the applicant's responsibility.

9. The Office of Student Life submits approved quotation, complete application forms, a list of participants including their nationalities, passport number, passport expiry date, UAE residence expiry date (if any), sponsors, date of birth, AU IDs, emails, mobile numbers, along with the required visa documents to the Director of Community Engagement 45 days prior to the trip date.
10. The Office of Community Engagement reviews the received documents and issues additional documents from its end if needed.
11. The Office of Community Engagement books appointments for visa submission.
12. The Chaperone(s) can arrange transportation for the participants requiring visa to the respective embassy/consulate/visa center.
13. Applicants/Office of Community Engagement submits the required visa documents to the respective embassy/consulate/visa center.
14. Applicants/Office of Community Engagement collects the passports upon process completion and submits the passports to the chaperone(s).
15. Upon visa approval, the chaperone(s) distributes waiver of liability, parental NOC, travel agreement and emergency information forms to the participants.
16. The Chaperone(s) ensures that the participants have completed the forms and collects them back.
17. The Director of Community Engagement coordinates with the travel agent for hotel booking, flight ticket, etc.
18. The Director of Student Life informs the office of Finance to release the payment to the Service Provider according to the agreed payment terms.
19. The Chaperone(s) conducts pre-departure orientation which includes a discussion of appropriate and expected behavior for participants, itinerary and emergency procedures in case of incidents.
20. The Chaperone(s) shall submit a report to the line manager after they return to AU.
The University may organize student Haj or Umrah trips. Due to the special nature of such trips, the University shall hire a licensed agency to help with required visas in accordance with the regulations of the Kingdom of Saudi Arabia authorities. This agency shall act under the supervision of the Office of Community Engagement.

1.2.2. Non-Academic/Community Service

1. Upon request, the Director of Community Engagement informs the Head of Community Service with the required visa documents and provides three quotations and itineraries for the trip from AU approved vendors.
2. The Director of Community Engagement emails a detailed event proposal, along with the required documents and information to the Vice Chancellor for Advancement and Communication three months prior to the trip date for approval. The proposal must include the purpose of the trip, itinerary, quotation(s), required budget (if any), date, time, destination, transportation, number of participants and the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.
3. Following the approval of the Vice Chancellor for Advancement and Communication, the Director of Community Engagement submits the approved trip proposal to the Office of Budget and Planning two months prior to the trip date.
4. The Office of Community Engagement requests the Office of Finance to open an account for the trip so that students make their payments (if any) to this account.
5. The Office of Community Engagement announces the trip to AU students through the channels suggested by the Office of Marketing and Communication.



6. The Head of Community Service must coordinate with the Office of Finance to ensure that the total costs of the travel/activity have been deposited into the University's account. S/he shall email the Director of Community Engagement on the same to confirm the deposit and final number of confirmed participants.
7. The Director of Community Engagement conducts, or facilitates, an orientation on completing the visa application form and the required documents to the chaperone(s) two months prior to the trip date.
8. The Chaperone(s) conducts an orientation for completing the visa application form and the required documents to the participants. Filling the visa application is the applicant's responsibility.
9. The Head of Community Service submits approved quotation, complete application forms, a list of participants including their nationalities, passport number, passport expiry date, UAE residence expiry date (if any), sponsors, date of birth, AU IDs, emails, mobile numbers, along with the required visa documents to the Director of Community Engagement 45 days prior to the trip date.
10. The Office of Community Engagement reviews the received documents and issues additional documents from its end if needed.
11. The Office of Community Engagement books appointments for visa submission.
12. The Chaperone(s) can arrange transportation for the participants requiring visa to the respective embassy/consulate/visa center.
13. Applicants/Office of Community Engagement submits the required visa documents to the respective embassy/consulate/visa center.
14. Applicants/Office of Community Engagement collects the passports upon process completion and submits the passports to the chaperone(s).
15. Upon visa approval, the chaperone(s) distributes waiver of liability, parental NOC, travel agreement and emergency information forms to the participants.
16. The Chaperone(s) ensures that the participants have completed the forms and collects them back.
17. The Director of Community Engagement coordinates with the travel agent for hotel booking, flight ticket, etc.
18. The Director of Community Engagement informs the Office of Finance to release the payment to the Service Provider according to the agreed payment terms.
19. The Chaperone(s) conducts pre-departure orientation which includes a discussion of appropriate and expected behavior for participants, itinerary and emergency procedures in case of incidents.
20. The Chaperone(s) submits a report to the line manager after they return to AU.

1.2.3. Academic

1. Upon request, the Director of Community Engagement informs the head of the organizing department with the required visa documents and provides three quotations and itineraries for the trip from AU approved vendors.
2. The Head of the organizing department emails a detailed event proposal, along with the required documents and information to the Dean of the concerned college three months prior to the trip date for approval. The proposal must include the purpose of the trip, itinerary, quotation(s), required budget (if any), date, time, destination, transportation, number of participants and the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.

3. Following the approval of the Dean of the concerned college, the head of the organizing department submits the endorsed trip proposal to the Office of Budget and Planning and the Vice Chancellor for Academic Affairs two months prior to the trip date for final approval.
4. The head of the organizing department requests the Office of Finance to open an account for the trip so that student make their payments (if any) to this account.
5. The Dean of the concerned college's office announces the trip to AU students through the channels suggested by the Office of Marketing and Communication.
6. The head of the organizing department must coordinate with the Office of Finance to ensure that the total costs of the travel/activity have been deposited into the University's account. S/he shall email the Dean of the concerned college on the same to confirm the deposit and final number of confirmed participants.
7. The Director of Community Engagement conducts, or facilitates, an orientation on completing the visa application form and the required documents to the chaperone(s) two months prior to the trip date.
8. The Chaperone(s) conducts an orientation for completing the visa application form and the required documents to the participants. Filling the visa application is the applicant's responsibility.
9. The head of the organizing department/chaperone(s) submits approved quotation, complete application forms, a list of participants including their nationalities, passport number, passport expiry date (if any), UAE residence expiry date, sponsors, date of birth, AU IDs, emails, mobile numbers, along with the required visa documents to the Director of Community Engagement 45 days prior to the trip date.
10. The Office of Community Engagement reviews the received documents and issues additional documents from its end if needed.
11. The Office of Community Engagement books appointments for visa submission.
12. The Chaperone(s) can arrange transportation for the group of participants requiring visa to the respective embassy/consulate/visa center.
13. Applicants/Office of Community Engagement submit the required visa documents to the respective embassy/consulate/visa center.
14. Applicants/Office of Community Engagement collects the passports upon process completion and submits the passports to the chaperone(s).
15. Upon visa approval, the chaperone(s) distributes waiver of liability, parental NOC, travel agreement and emergency information forms to the participants.
16. The Chaperone(s) ensures that the participants have completed the forms and collects them back.
17. The Director of Community Engagement coordinates with the travel agent for hotel booking, flight ticket, etc. (refundable tickets and hotel bookings should be made at the time of visa application).
18. The head of the organizing department informs the Office of Finance to release the payment to the Service Provider.
19. The Chaperone(s) conducts pre-departure orientation which includes a discussion of appropriate and expected behavior for participants, itinerary and emergency procedures in case of incidents.
20. The Chaperone(s) shall submit a report to the Dean of concerned college after they return to AU.
21. For inbound exchange students, the Office of Community Engagement shall assume arrangements for their stay in UAE (visa, security clearance, etc.). The Office of Community Engagement shall further provide accommodation options if exchange students opt for not

staying at the AU hostel. The inbound exchange students shall be solely responsible for making travel arrangements.

22. For inbound visiting students, the Office of Community Engagement shall make necessary accommodation arrangements, upon request. The visiting students are solely responsible for their travel and visa arrangements.

1.2.4. Alumni

1. Upon request, the Director of Community Engagement informs the Manager of the Office of Alumni with the required visa documents and provides three quotations and itineraries for the trip from AU approved vendors.
2. The Manager of the Office of Alumni emails a detailed event proposal, along with the required documents and information to the Vice Chancellor for Advancement and Communication three months prior to the trip date for approval. The proposal must include the purpose of the trip, itinerary, quotation(s), required budget (if any), date, time, destination, transportation, number of participants and the name and phone number of the responsible chaperone(s) to accompany the students all the time during the travel or activity.
3. Following the approval of the Vice Chancellor for Advancement and Communication, the Manager of the Office of Alumni submits the approved trip proposal to the Office of Budget and Planning two months prior to the trip date.
4. The Office of Alumni requests the Office of Finance to open an account for the trip so that alumni make their payments (if any) to this account.
5. The Office of Alumni announces the trip to AU Alumni through the channels suggested by the Office of Marketing and Communication.
6. The Senior Officer of Database and Communication in the Office of Alumni must coordinate with the Office of Finance to ensure that the total costs of the travel/activity have been deposited into the University's account. S/he shall email the Manager of Alumni on the same to confirm the deposit and final number of confirmed participants.
7. The Director of Community Engagement conducts, or facilitates, an orientation on completing the visa application form and the required documents to the chaperone(s) two months prior to the trip date.
8. The Chaperone(s) conducts an orientation for completing the visa application form and the required documents to the participants. Filling the visa application is the applicant's responsibility.
9. The Office of Alumni submits approved quotation, complete application forms, a list of participants including their nationalities, passport number, passport expiry date, UAE residence expiry date (if any), sponsors, date of birth, AU IDs, emails, mobile numbers, along with the required visa documents to the Director of Community Engagement 45 days prior to the trip date.
10. The Office of Community Engagement reviews the received documents and issues additional documents from its end if needed.
11. The Office of Community Engagement books appointments for visa submission.
12. The Chaperone(s) can arrange transportation for the participants requiring visa to the respective embassy/consulate/visa center.
13. Applicants/Office of Community Engagement submits the required visa documents to the respective embassy/consulate/visa center.
14. Applicants/Office of Community Engagement collects the passports upon process completion and submits the passports to the chaperone(s).

15. Upon visa approval, the chaperone(s) distribute waiver of liability, parental NOC, travel agreement and emergency information forms to the participants.
 16. The Chaperone(s) ensures that the participants have completed the forms and collects them back.
 17. The Director of Community Engagement coordinates with the travel agent for hotel booking, flight ticket, etc.
 18. The Manager of the Office of Alumni informs the Office of Finance to release the payment to the Service Provider.
 19. The Chaperone(s) conducts pre-departure orientation which includes a discussion of appropriate and expected behavior for participants, itinerary and emergency procedures in case of incidents.
 20. The Chaperone(s) submits a report to the line manager after they return to AU.
- The University may organize student Haj or Umrah trips. Due to the special nature of such trips, the University shall hire a licensed agency to help with required visas in accordance with the regulations of the Kingdom of Saudi Arabia authorities. This agency shall act under the supervision of the Office of Community Engagement

2. Emergency

In case of emergency, participants in any event organized by the University shall immediately contact the chaperone(s) who must in turn contact his/her line manager at once.

3. Funding

- For international travels, the expenses of all chaperones must be included in the total cost of the trip if it is fully covered by the Students/Alumni. This includes all travel-related expenses and per diem allowances payable to the chaperone(s) as per the employees business travel policy.
- If the student(s) are partially sponsored by the University, the Deanship of Student Services or the Dean of respective college may refer to the Student Support Fund for covering the trip expenses.

4. Refund

- In case of rejecting a participant's visa, s/he shall bear the related charges (if any).
- If the participant (Student/Alumnus) decides to cancel the travel, s/he shall reimburse Ajman University all nonrefundable fees. The refundable amounts shall be decided by the organizing college/office, and communicated to the Office of Finance.
- If AU decides to cancel the event/travel/activity for any reason other than visa rejection or security concerns, the University shall reimburse the student/alumni any fees they have paid.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/09/2019	Initial Policy	Office of Student Life
V 1.1	30/08/2022	The policy has been reviewed and no changes were made.	Office of Student Life

Student Rights and Responsibilities Policy

Policy Owner	Vice Chancellor of Academic Affairs	Responsible Office	Deanship of Student Services
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

This document sets out the University's policy, which regulates the Rights and Responsibilities of students during their period of studies at the University. This policy applies to student members enrolled at Ajman University.

Student Rights

The Deanship of Student Services (DSS) is responsible for ensuring that the academic staff and non-academic staff are informed of the rights of students.

Each academic advisor is responsible for ensuring that his/her advisees are aware of their rights during their study at AU.

Every student has the right to:

- receive the course description of his/her courses which includes the learning outcomes of the course, and the assessment methods used to determine his/her Final Grade in each course.
- expect that his/her Instructors master the subject and are open to discussion of different points of view or ideas related to the content of the course.
- object if changes are made to the timings in the schedule of his/her courses after the end of the Add/Drop Period.
- be received by his/her instructors during office hours, which are published by the Instructors.
- receive, on time, the copy of his/her assignment, quiz, project, Lab report, after having been graded by the Instructor.
- submit a Grade Appeal request about his/her Final Grade within two weeks of the announcement of the results.
- request an adequate learning environment atmosphere during his/her lecture
- request a meeting with his respective instructor/advisor regarding any academic issue; if the problem is not closed by the instructor/advisor, the student may request a meeting with higher college administrators (i.e. HoD and Dean) until a final resolution is made as per the rules and regulations of the University.
- In the rare event that the case is not closed by the College, the student may request a meeting with the VCAA after informing the Dean of the College.
- A student has the right to expect that academic and professional processes are flexible and periodically open to review and to participate constructively with faculty and administration in those processes by which the University community maintains the excellence of the standards of its curriculum and methods of instruction and the viability of its total educational program
- Students have the right not to be discriminated against for reasons of age, creed, ethnic or national origin, gender, disability, or any other protected class as described by law

- l. Students have the right to enjoy free short-term counseling sessions, where the University is legally and ethically required to uphold standards of confidentiality.
- m. Students have a right to a detailed and complete course outline for every course in which they are registered, to be provided during the first week of class. This information should include, where appropriate:
 - (i) A description of the topics to be considered in the course,
 - (ii) A list of required and recommended readings or other materials,
 - (iii) A description of the means of evaluation to be used in the course,
 - (iv) Instructor's contact information, office location, and office hours as appropriate.
- n. Students have a right to be informed, in a timely fashion, of their current academic standing or performance in a course
- o. Students with special needs have the right to a determination of available support services
- p. There is an ongoing removal of architectural barriers that limit students with special needs from full participation in University life; the Barrier-Free Standards are applied to all renovation and new construction at the university

Student Responsibilities

- a. Each student is required to be aware of and abide by the policies and regulations that are published in the student handbook/catalog published on the University website.
- b. Each student is responsible for checking his/ her University e-mail, which is the official communication channel between the student and the University.
- c. Each student is responsible for abiding by the dates and deadlines stipulated in the University's academic calendar.
- d. To be converted to regular student, a conditionally admitted students is responsible to fulfil the conditions as per his/her admission requirements.
- e. Each student is responsible for making progress to achieve his/her educational goal.
- f. Each student is responsible for the selection of his/her courses after consultation with his/her academic advisor.
- g. Each student is responsible to ensure that his/her registered courses are not altered after the Add/Drop period.
- h. To avoid any interruptions in his/her registration and services, each student must ensure that the tuition fees are paid as per the payment schedule and deadline specified by the University.
- i. Each international student should be aware that the University is not responsible for securing a residence visa for him/her if his/her visa application was declined by the relevant governmental authorities.
- j. Each student is responsible to be fully compliant with the University Code of Public Conduct as defined in the Student Disciplinary and Academic Integrity Policy.
- k. Each student should be aware that failure to submit authentic admission documents will result in serious consequences that may lead to his/her dismissal from the University.
- l. Students must act with integrity in relation to their studies, research, and towards staff and each other

- m. Students must treat all students, staff (academic and professional) and members of the community) with courtesy and respect
- n. Students have a responsibility to themselves, to other students, the University and to the wider community, to ensure that the University's behavioral standards are met, in all interactions (face- to-face and online environments). As such, students must refrain from insulting, harassing, victimizing and discriminating against others on the basis of gender, race, ethnicity, religion, age, or any other protected class as described by law.
- o. Students should provide constructive feedback on University teaching and learning activities and other facilities thorough the University's evaluation processes.
- p. Students must respect University property, facilities and support services as shared resources, and make use of such provisions in a way that is consistent with the University rules and policies

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Deanship of Student Services
V 1.1	15/10/2017	Minor change	Deanship of Student Services
V 2.0	05/04/2021	Updated the student's rights and responsibilities	Deanship of Student Services and Office of Vice-Chancellor for Academic Affairs
V 2.1	03/03/2023	The term "Code of Conduct" has been updated to "Code of Public Conduct". This is to reflect the accurate term used and defined in the Student Disciplinary and Academic Integrity Policy.	Vice-Chancellor for Academic Affairs

Counseling Policy

Policy Owner	Office of Vice-Chancellor for Academic Affairs	Responsible Office	Counseling Unit
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

The University recognizes the importance of counseling service, and the need for healthy and safe study environment that will contribute to the well-being and productivity of faculty, staff and students. The main purpose of this policy is to:

- Outline the University's commitment to provide counseling to the Ajman University Community.
- Ensure compliance with all applicable regulations.
- Manage mental and social health of the faculty/staff members and students.

Definitions

Anxiety: Anxiety is a normal reaction to stress. It is a feeling of worry, nervousness, or unease about something with an uncertain outcome.

Depression: It is a mood disorder that results in impairments to functioning. It may appear as a single, long-lasting negative mood or as episodic symptoms that interfere with the ability to work.

Attention Deficit Disorder (ADD): ADD is poor sustained attention to tasks, poor organizational skills and impaired impulse control and delay of gratification.

University: Ajman University.

Scope

This policy applies to AU faculty, staff and students.

Policy

1. All faculty/staff members and students at AU have access to the social and psychological benefits associated with mental health issues provided by the Counseling Unit.
2. Counseling Unit (CU) works with faculty/staff members and students struggling with a variety of personal issues. Ensuing are some of the common concerns:
 - A. Student's Issues:
 - Adjustment to college life
 - Academic challenges
 - Issues of past, recent, or present physical, emotional problems
 - Emotional distress (anxiety, stress, grief, depression)
 - Low self-esteem - feelings of inadequacy
 - Relationship issues (marital, friends, roommates)



- Past or recent losses or trauma
 - Spiritual challenges
 - Body image, eating, and nutritional concerns
 - Crisis situations when life gets overwhelming (including feeling suicidal and all other mental-health emergencies)
 - And many other unique issues specific to each person.
- B. Faculty/Staff Members' Issues:
- Anxiety
 - Depression
 - Attention Deficit Disorder (ADD)
- C. Any effective system for administering counseling mental health benefits must accommodate a wide variety of individual circumstances. More frequently than not, these accommodations conflict with each other, so a single procedure to be followed by each individual is not likely to satisfy all others. Therefore, the system that has evolved is designed to provide options meeting as many needs as could be anticipated at the time this document was prepared.
- i. If it becomes clear in the counseling session that there is a real danger to oneself or to others, we are required to take action.
 - ii. Additional records of sessions are sometimes taken such as the counselor's personal notes and audio tapes. These are destroyed in a timely manner and do not become part of an individual's counseling record.
 - iii. Each individual is entitled to privacy in his/her work with a counselor.
 - iv. All contacts with the counselor are confidential to the Counseling Unit professional staff.
 - v. Written permission is required for Counseling Services to release information to others outside the Counseling Services.
 - vi. For some serious cases, the information should be shared with office of medical services for a clinical medical care, referral and follow up to assure the safety of the patient and the community.
 - vii. All diagnosed cases should be documented at the OMS with a full confidentiality.

Register for a consultation

If the student would like to have a meeting with a counsellor, he/she will need to arrange for an appointment by any of the following:

- a. Visit the Counseling Unit office
- b. Access the following link <https://ors.ajman.ac.ae/> then send an E-request to Counseling Unit.
- c. Contact us through Counseling Unit official Email: Counseling@ajman.ac.ae
- d. Contact us: (067056813) between 09am - 5pm

Individuals who fail to attend counseling service sessions

- Counselor will attempt to contact subject person through secure messaging to schedule another appointment suitable for both counselor and the concerned person:
 - a. Contact will include a reminder of the failure to attend session.
 - b. If the counselor does not hear from the subject person within two weeks of the initial no-show, the counselor will render the counseling file inactive.
 - c. If the subject person does not schedule within 30 days, the his/her file will remain inactivated and he/she may have to complete the initial intake process if the service is requested at a later date.
 - d. Additionally, if a subject person is chronically late in canceling his /her appointments, the person may become ineligible for services. If a person does not notify the Counseling Office with at least 24 hours' notice on two consecutive occasions, the person's next appointment will be at least 30 days from the last cancellation.

Guidelines for Housing/Counseling Considerations (Students)

- These guidelines will be used when reviewing the Student Housing counseling request.
 - a. The process of verifying and reviewing a Counseling Request can take one week or more before a decision is made and the student is informed of the decision.
 - b. The student is strongly encouraged to sign a Release Form with his/her Medical/Mental Health Professional. This will allow the University Housing to verify the submitted information.
 - c. The undertaking can be part of the mandatory medical checkup already performed by all students when joining AU.
 - d. If the student is currently seeing a Medical/Mental Health Professional, the student will need to provide documentation from the Medical/Mental Health Professional, on the professional's stationary, detailing:
 - i. Length of time the student has been seen/under treatment by the Medical/Mental Health Professional.
 - ii. Treating Medical/Mental Health Professional's contact information.
 - iii. Psychological disorder.
- If the student is not currently seeing a Medical/Mental Health Professional, the student will need to do the following:
 - a. Make an appointment with a Medical/Mental Health Professional.
 - a. Be seen or under treatment for a minimum of four visits (more visits may be necessary if clinically required) with the Medical/Mental Health Professional.
 - b. Provide documentation from the Medical/Mental Health Professional, on professional's stationery detailing:
 - i. Length of time the student has been seen/under treatment by the Medical/Mental Health Professional.

- ii. Treating Medical/Mental Health Professional's contact information.
- iii. Psychological disorder.
- c. At AU student Counseling Unit, the student's issue must be clinically significant and be directly related to the Student Housing situation. Merely having a psychological disorder does not indicate that the Medical/Mental Health Professional will recommend that a Housing contract be cancelled. Each request will be reviewed by the entire clinical team before a recommendation can be made. Ultimately, the final decision will be made by University Student Housing.
- d. All mental/ psychological cases should be reported to OMS to be documented with the student/ staff medical file with full confidentiality.

Release of Information Policy

- All communication between a faculty/staff member or student and a counselor, psychologist, or psychiatrist is confidential and will not, except under the circumstances explained below, be disclosed to anyone outside of the Counseling Services and the OMS unless written authorization to release information is given.
- Sharing information with OMS will help the medical services team in dealing with each case based on the clinical and psychological findings.

A Release of Information Form will need to be signed to have a Counseling Services professional staff communicate the information to any concerned party.

A record is kept of a student's or employees' work with the Counseling Services. It contains information a student or employee has provided to the Counseling Services in writing as well as counseling notes from the regular sessions. The record remains in the Counseling Services for a period of three years following the subject person last visit; at that time, it is destroyed.

- Most limits to confidentiality are to ensure safety. If there is evidence of imminent danger of harm to the student/employee or other(s), the Counseling Unit will take action.
- Counseling information cannot be released to the following without the client's consent:
 - a. Parents or guardians, spouse, siblings, or significant other;
 - b. Another doctor, lawyer, or health organization;
 - c. Insurance company.

Procedure

1. A faculty/staff member or a student may review his/her counseling record in the confines of the Counseling Services office with a counselor and only by appointment.
2. A faculty/staff member or a student wishing to grant release of information to another party must complete the Release of Information form.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Council Service Director
V 1.1	20/09/2012	Minor change in policy authority	Director of Student Affairs
V 1.2	09/05/2017	Minor change	Counseling Manager
V 1.3	18/03/2021	Reviewed and no changes required	Manager of Counseling Unit

V 1.4	13/10/2021	-The policy is formerly titled Student Counseling Policy. -The policy has been revised to accommodate faculty and staff in the counseling services at AU. -Collaboration between the CU and OMS in providing counseling services has been added.	Manager of Counseling Unit Manager of Medical Services
V 1.5	12/08/2024	<i>Minor change – update on consultation registration</i>	<i>Manager of Counseling Unit</i>

Student Complaint, Grievance and Appeal Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	May 2023
		Next Review Date	May 2026

Purpose

The purpose of this policy is to set out the guidelines and standards for the handling of complaints and filing of a grievance by a student. This policy is intended to reflect the University's commitment to the principles, goals, and ideals described in the Ajman University's mission statement and to its core values.

This policy is designed to provide opportunities to students for lodging a complaint or grievance with full confidence, knowing that their complaint/grievance shall be dealt with in all confidentiality with assurance of no detriment to the student. The right of appeal is also explained.

Definitions

Complaint: The subject of a complaint is normally an action, decision or omission within the control or responsibility of the University's faculty, professional staff or administrator that causes a student to feel that policies have been incorrectly interpreted or applied. A complaint is often resolved informally or through mediation.

Kayako: is a customer service software with a ticketing system that is used by Ajman University in managing requests, complaints and suggestions from students.

Service Level Agreements: (SLAs) is a tool for achieving good customer service. In Kayako, SLAs can be built to set time limits for either ticket replies or ticket resolution. This allows an easy way to track which tickets need the most immediate attention, and which ticket requires escalation.

Grievance:

A grievance is a formal statement of a complaint by a student arising out of an alleged action of faculty, administrator, or staff. Such action is alleged by the student to be:

1. An unauthorized, unjustified or unethical action(s), which adversely affects the status, rights, or privileges of the student.
2. In violation of official campus policies or procedures, including the Non-Discrimination Policy.
3. The arbitrary, selective or unequal application of official policies or procedures.

Grievant: The student who files a grievance.

Respondent: The person or unit whose perceived actions or omissions gave rise to the grievance, or any person designated by the University to respond to the grievance.

Unit: Any specified official entity, e.g., a committee, administrative office, department or college.

Parties: Parties to a grievance include the grievant, respondent(s), members of the Student Grievance Committee (SGC), administrators processing the grievance, and those staff members with designated responsibilities for handling grievance materials.

Scope

This policy establishes the guidelines and standards for student complaints and grievances not involving an academic assessment or grade appeal, financial appeal, disciplinary and academic integrity matters or challenges to student records. In such cases, students shall refer to the following policies and provisions:

- Student Grade Appeal Policy
- Student Disciplinary and Academic Integrity Policy
- Student Records Policy
- Student appeals relating to Financial Aid decisions, rules, and regulations may be directed to the Office of Scholarship and Financial Aid.

The policy on complaints applies only to the complaints received through the "inquiry@ajman.ac.ae". It does not intend to replace other complaint mechanisms existing within the University, and complaints of the following nature are not within the scope of this policy:

- a- Anonymous complaints
- b- Student grades or examination results
- c- Disciplinary issues related to the Code of Public Conduct

Policy Statement

Ajman University (AU) strives to fulfill the needs of students through quality education and aims for the highest standards of excellence in all its activities. AU takes any legitimate student complaints/grievances very, and attempts to solve them in a clear, transparent, and objective manner. It also provides an opportunity for students to appeal against the decisions regarding their grievances.

Complaint process

Prior to initiating formal Grievance Process, the student is expected to make a good faith effort to resolve the dispute with the Respondent. The student is encouraged to informally resolve the issue through either of the following channels:

- In the case of faculty: through the Department Chair, and if resolution cannot be attained, the College Dean.
- In the case of support staff or administrative personnel: through the employee's supervisor.

A student may also file a formal complaint at inquiry@ajman.ac.ae. The procedure adopted to resolve these complaints is explained in detail below.

Grievance process

For the formal grievance process, a Student Grievance Committee (SGC) has been established with duties/responsibilities defined by this policy. The formal grievance process is explained in detail in this policy.

Procedures

Complaints



1. All complaints will be handled with discretion and confidentially to ensure that the interests of the student as well as the member of faculty and staff are respected and preserved.
2. All complaints sent to inquiry@ajman.ac.ae will be received on Kayako (ticketing system) as a ticket assigned to the inquiry team.
3. The student will receive acknowledgement email of their complaint - indicating that they will receive a reply shortly.
4. The inquiry team will check the complaint and assign it to the concerned office/college.
5. Once the ticket is assigned to the concerned office/ college, a notification mail will be sent to the representative of concerned office/ college with the ticket number and link.
6. The SLA of sending any resolution from the concerned team is within two (2) working days and then the concerned office/college should update the ticket as completed if no other action is required from their side.
7. Once the ticket is completed, a survey will be sent to the student via email to check their satisfaction.
8. If the student is not satisfied with the final resolution or reply for his/her complaint, he/she can send back the complaint within five (5) working days, and accordingly, the ticket will be reopened. A notification mail will be sent to the concerned office/college that the ticket has been reopened. However, if the student sends after five (5) working days from the final resolution or reply, a new ticket will be created.
9. If the concerned team still needs more time to work on the complaint, they will send an email to the student through Kayako to inform them that they are still working on the resolution of the complaint and they will receive the reply shortly.
10. If the student didn't receive a reply within two (2) working days, the ticket will be escalated to the office manager through a notification email.
11. If the student still didn't receive a reply from the concerned office/college, the escalation will continue till it reaches the Chancellor's office.
12. A report can be generated from Kayako that shows how many complaints were received and the percentage of the complaint tickets which were resolved within SLA. In addition, the report will show the satisfaction rate.
13. The reports are stored on cloud server, and they can be generated at any time after determining the complaint period. The reports are generated as excel sheet, and the reports shared are presented in a form of data in charts.
14. Only the concerned office/college can access their related complaint tickets. Records of student complaints are maintained for a period of six (6) years.

Grievance

If item 8 of the above complaints procedure had been exhausted and no resolution has been achieved or if the student is not satisfied with the earlier resolution and does not intend to follow item 8 of the above procedure, he/she may submit a formal grievance to the Chairperson of the Student Grievance Committee (SGC) at the University level via the Online Request System (ORS).

A grievance may also be filed if a non-action by the responsible administrator has adversely affected the student rights and responsibilities as stated in the Student Handbook, Students Catalogs and University's Policies and Procedures Manual. The Student Grievance Committee (SGC) shall determine, if the grievant has been harmed as a result of the filed grievance, and if so, what relief should be given to the grievant.

The Student Grievance Committee (SGC)

The University Chancellor appoints members of the SGC and its Chairperson. The membership of SGC shall include the following:

- Chair of the SGC Committee
- Two faculty members
- Two members of the administrative staff
- One student representative

SGC Terms of Reference:

- Faculty members on this committee shall hold full-time faculty appointments.
- The administrative member shall hold continuing (regular) employed positions.
- Student serving on this committee must be a regular student in good standing.
- The appointment of the SGC membership will be for a two-year term of office.
- The SGC reports to the Vice-Chancellor of Academic Affairs (VCAA).

SGC Duties and Responsibilities

The findings and recommendations of the SGC shall be forwarded to the Vice-Chancellor of Academic Affairs (VCAA) for necessary action, if any. In making its recommendations, the SGC shall make a determination of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation, the SGC shall consider factors such as whether the violation was intentional or unintentional, and if it was due to some negligence or misunderstanding of rules and regulations.

The duties of the Chairperson of SGC shall include the following:

- Review the grievance received on ORS, assess the claim and all relevant documents and accept or reject the request with valid reasons.
- Arrange for SGC meetings and schedule the hearings;
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure;
- Ensure that all records are maintained in ORS;
- Submit the findings of SGC and its recommendations to the VCAA through ORS;
- Inform the concerned parties about the decision taken by the VCAA;
- Submit an SGC Standing Committee Annual Report to the VCAA, using its template available with the Office of Institutional Planning and Effectiveness (OIPE).

The members of the SGC are responsible for:

- Attending all meetings called by the Chair of the SGC;
- Reviewing the grievance and ensuring that it is complete with all required information and documents and decide if a grievance will move on to a hearing;
- Ensuring that fair and proper procedures are followed;
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination;
- Reaching a recommendation based on presented evidence, discussions, cross-examinations, and making appropriate recommendations;
- Making sure that confidentiality is strictly maintained.

Grievance Procedure

The grievance must be filed within one month after the grievant becomes aware of a violation of his/her rights as stipulated in published documents, including the Student Handbook.

5.2.2.A. In submitting the grievance, the grievant must provide the following information in the ORS:

- A detailed account of the incident, situation or circumstances that caused the grievance. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights, and accordingly what harm or damage occurred.
- Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she filed a complaint, and why he/she is not satisfied with the solution, if any, achieved by the concerned office/college.
- Specify what relief is being sought through the grievance procedure.
- Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.

Following the submission on ORS:

- The Chair of the SGC shall review the case received on ORS, assess the claim and all relevant documents and accept or reject the request with valid reasons.
- Once the Chair accepts the case, the ORS system will notify the student that his/her request has been approved to be reviewed by the SGC. If the claim is rejected, the ORS system will send a notification to the student that the grievance does not merit a hearing by the SGC for the given reasons.
- The student will also be informed if a hearing session is needed.

Hearing Process

The hearing is considered a fact-finding/information gathering proceeding, not a judicial process. A hearing must have a quorum in order to proceed. A quorum consists of four (4) members, including the Chair of the SGC. The hearing process shall proceed as follows:

- As a first step in the hearing process, the SGC shall notify the VCAA about initiation of the process. The Committee shall determine who shall be involved in the hearing process. It will also inform

the concerned parties and provide them with relevant information and documents in order to prepare for the hearing. In this regard, the Chair of the SGC shall be responsible for all communication.

- The Committee may seek advice from a "panel of experts" in the relevant area(s).
- The Committee may invite persons having information related to the grievance to participate in the hearing.
- The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, and call witnesses. Each party shall be informed about the identity of the witnesses at least three working days prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing on a voluntary basis and cannot be forced by either party to attend the hearing.
- The Committee's meetings shall be chaired by the Chairperson or an acting Chairperson nominated by the VCAA in the absence of the Chairperson. The meeting shall only be valid with the presence of the majority of the members. In cases of equal voting, the Chairperson's side shall prevail. The Committee shall choose one of its members as a rapporteur to take minutes. Those minutes shall be the official record and shall be uploaded on ORS. Committee members, including the Chair, possess the sole right to ask questions. The grievant and respondent may provide a list of questions for the Committee to consider.
- There shall be no confrontation between the grievant and respondent, and cross-examination of witnesses shall be done separately by the Committee.
- The SGC will try its best to obtain reliable and sufficient information to reach a recommendation. At the completion of the hearing, the SGC members will deliberate and reach a recommendation by majority vote. In cases of equal voting, the Chairperson's side shall prevail. Within one week of the recommendation made by the SGC, the Chairperson shall submit a report on ORS for the VCAA, describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the SGC are of an advisory nature only and the VCAA makes the decision, and may consult with the COO if the grievance involved a staff member or a non-academic administrator. In addition, the report of the SGC may not be used as evidence by either party in a related legal action.

The VCAA shall render the decision after receiving the SGC's Hearing Report. The decision shall be in writing and shall state the reasons for the decision. After the VCAA has made the decision, the Office of the VCAA shall inform the concerned parties about the decision.

Appeals

A student can file a written appeal to the Chancellor, requesting a review of the decision concerning his/her grievance in a letter addressed to him. The student shall submit the letter within a maximum of 7 working days of his/her being notified of the decision, in writing, as per the academic calendar, otherwise the VCAA's decision shall be final and enforceable.

The appeal shall only be accepted on procedural grounds if it is lodged within the legal deadline and the appellant proves one or more of the following:

- Failure to observe the procedures provided for in this policy.
- Emergence of previously unknown evidence which might have influenced the decision.

If the Chancellor accepts the appeal on procedural grounds, he shall refer the case to a different ad hoc committee for re-consideration.

The Chancellor's decision might not match the recommendation of the Committee for a justified reason. His decision is final.

The appellant shall be informed about the final decision made by the Office of the Chancellor.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial Policy	Director of Student Affairs
V 2.0	29/10/2018	New policy	Dean of Student Services
V 3.0	13/09/2021	The policy has been updated to incorporate the Kayako system used in student complaints management.	Office of Marketing and Communication
V3.0	03/05/2023	The policy has been updated to also include grievance and appeal provisions.	Office of VCAA

Student Wellbeing and Safety Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

The policy reflects Ajman University's commitment to a safe and supportive campus. It includes policies for bullying, cyber bullying, online grooming, criminal and sexual exploitation, domestic abuse, substance misuse and gang activity.

This policy applies to all AU Students.

University: Ajman University

DSS: Deanship of Student Services

Chancellor: University Chancellor

Student: All students enrolled at the University irrespective of their level of study, including the College of Dentistry internship students.

This policy aims to ensure that no AU student is subject to bullying of any nature so that they are treated with dignity and respect in a safe and civil environment.

Bullying: Is the use of force, coercion, hurtful teasing or threat, to abuse, aggressively dominate or intimidate which undermines, humiliates or injures the person on the receiving end.

It is prohibited to encourage or to be involved in any act individually or in conjunction with a group to undermine, humiliate or injure a student or other members of AU community.

- Students have a right to complain if they are treated in a manner that they believe constitutes bullying.
- Complaints must be reported to the Dean of Student Services.
- Dean of Student Services examines the complaints then reports them to the Legal Advisor with sufficient details.
- The Legal Advisor reports the complaints to the Chancellor or the concerned authority, if deemed necessary.
- The Chancellor will advise the Student Disciplinary Committee to investigate the matter.

This policy aims to ensure that no AU student is subject to cyber bullying of any nature so that they are treated with dignity and respect in a safe and civil environment.

Cyberbullying: Is a form of bullying or harassment using electronic means.

AU will not tolerate lewd, stalking, harassing, bullying or otherwise intimidating others using any information technology device, computers, social media or social networking websites.

- Students have a right to complain if they are treated in a manner that they believe constitutes cyberbullying.
- Complaints must be reported to the Dean of Student Services.
- Dean of Student Services examines the complaints then reports them to the Legal Advisor with sufficient details.

- The Legal Advisor reports the complaints to the Chancellor or the concerned authority, if deemed necessary.
- The Chancellor will advise the Student Disciplinary Committee to investigate the matter.

This policy aims to outline all the prohibited actions, behaviors, and attitudes whether verbal, virtual, or physical that constitute sexual harassment and exploitation, and to ensure the safety and welfare of students who to disclose or make a complaint about sexual harassment or exploitation.

Sexual exploitation: forcing (coercing) a student or taking advantage of a student's circumstances or needs to gain sexual favors as payback.

Sexual harassment: unwelcome or offensive sexual behavior that is repeated or is significant enough to have a harmful effect on an individual's wellbeing.

Ajman University prohibits any behaviors that constitute sexual exploitation or harassment that might include (but are not limited to) any of the following actions:

- a. Repeated unwelcome questioning about personal matters.
- b. Any physical acts of a sexual nature.
- c. Unacceptable comments or remarks of a sexual nature.
- d. Comments about an individual's gender or sexual orientation.
- e. Texting or emailing content or images of sexual nature
 - Students have a right to complain if they are treated in a manner that they believe constitutes sexual exploitation or harassment.
 - Complaints must be reported to the Dean of Student Services.
 - Dean of Student Services examines the complaints then reports them to the Legal Advisor with sufficient details.
 - The Legal Advisor reports the complaints to the Chancellor or the concerned authority, if deemed necessary.
 - The Chancellor will advise the Student Disciplinary Committee to investigate the matter.

This policy aims to outline all the prohibited actions, behaviors, and attitudes whether verbal, virtual, or physical that constitute or encourage criminal or gang activities.

Criminal activity: an act that has the potential of causing serious physical, mental, or psychological harm or injury and that is committed in violation of a law.

Ajman University prohibits any behaviors that constitute or encourage criminal or gang activities that might include (but are not limited to) any of the following actions:

- a. Acting in a way that can inflict physical, mental, or psychological harm upon any other person.
 - b. Making acts of extortion or threat of criminal nature.
 - c. Wearing or displaying clothing or jewelry that are associated with membership or affiliation with gangs or such organizations.
 - d. Using any speech or act in support of gang or criminal activity.
 - e. Committing any other illegal act or other violation of Ajman University's policies.
- Any University of Ajman's student can report any criminal, gang activity or behavior witnessed inside the University's campus.
 - Behaviors and signs that suggest membership of a gang or advocating gang membership or behaviors must be reported to the Dean of Student Services.

- The Dean of Student Services examines the complaints then reports them to the Legal Advisor with sufficient details.
- The Legal Advisor reports the complaints to the Chancellor or the concerned authority, if deemed necessary.
- The Chancellor will advise the Student Disciplinary Committee to investigate the matter.
- Observation or complaints related to more serious gang or criminal activities must be reported to AU Security.

The University condemns domestic abuse in all forms. The University believes that every member of the University who is experiencing, or has experienced, domestic abuse should be enabled to disclose. The University is committed to dealing with any such disclosure in a supportive and confidential manner.

This Policy applies to all students at the University. The Policy applies to both victims and perpetrators of domestic abuse. It also applies equally to ongoing (current) domestic abuse, or that which has taken place in the past that affects an individual's ability to study.

Any incident or pattern of incidents of controlling, coercive, threatening behavior, violence or abuse between those who are or have been, intimate partners or family members. The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

In association, the definition states that controlling behaviour is:

‘A range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour’

And that coercive behaviour is:

‘An act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim’.

Students who are experiencing domestic abuse will be supported by the University to maintain study while dealing with their circumstances.

The University seeks to create a supportive work and study environment in which students feel comfortable requesting assistance for domestic abuse related concerns.

To meet these commitments, the University will take the following steps:

- University students who decide to disclose experiences of domestic abuse are advised to contact First Point, a trained member from counselling who will signpost or refer on to internal or external support services.
- The University assures everyone who discloses experiences of domestic abuse that any information provided will usually be kept confidential and will not be shared without their permission.

- Students should be aware that in certain circumstances the University is obliged, legally, to share information both internally and with certain outside agencies without consent. Typically, such circumstances include those where there are concerns about the safety of children or vulnerable adults or where the University may need to act immediately to protect the safety of its employees or students.
- The University will not discriminate or act prejudicially towards any student who discloses experience of domestic abuse in terms of study, or future opportunities for development or qualification that may arise.
- The counselling support shall provide appropriate training on managing domestic violence issues. Students who commit acts of violence, including threats or harassment, on campus or when involved in University related activities, or who use University resources to engage in such acts, will be subject to the University disciplinary procedures for such behaviours.

Requests for support to address needs arising from domestic violence should be made as follows:

- A. by students to a staff member of the Deanship of Student Services;
- B. by students directly to the Police and University Security if the threat is considered real and imminent.

Ajman University wishes to maintain and support a healthy, safe and efficient working environment. The University believes that the development and implementation of a balanced and structured policy will minimise risks to staff health and well-being while providing a supportive and rehabilitative approach towards alcohol, drugs and substance misuse. In this context, all students have a personal responsibility to be fit for studying. In addition, all staff must ensure that the University's reputation is not brought into disrepute.

This policy outlines the University's position on the misuse of alcohol, drugs and substances within the university and the approach it will take when misuse affects students' capability, conduct or safety on campus.

This policy is concerned with the effects of alcohol, drugs and substance misuse and applies to all students enrolled to study at Ajman University, including undergraduate, postgraduate, Ph.D., both taught and research and those on short courses.

'The intermittent or continual use of alcohol or substances which causes detriment to an individual's health, social functioning or study performance, and which affects efficiency, productivity, safety, attendance, timekeeping or conduct in the University'

The University will take appropriate investigatory action in the case of the use, possession or supply of illegal drugs and also in the case of unacceptable behavior arising from excessive consumption of alcohol and/or drugs. As a consequence, this may lead to disciplinary action or the fitness to study procedures being invoked. This investigatory process may lead to a number of actions ranging from a verbal reprimand to a formal written warning, and ultimately to expulsion from the University.

Outcomes of both informal and formal stages of discipline will include positive support for the students wherever possible.

It is anticipated that an informal approach will resolve many disciplinary issues resulting from a student's substance misuse, and this will ordinarily be attempted first. When this is possible and the issue is resolved, no record will be kept in a student's file.

Ajman University aims to create a healthy and sustainable working, learning and living environments for students, staff and the wider community. It is committed to enhancing the health, safety and wellbeing of its students and staff and recognises the risks that may be caused by alcohol and drugs.

The following steps are to be taken:

- If a student is experiencing difficulties with their studies as a result of alcohol and drug misuse, they are encouraged to contact their Academic Tutor or alternatively seek support from Deanship of Student Services.
- Ajman University has a range of services available to students with drug and alcohol concerns, which are freely available to all students who wish to access help and support.
- The Office of Medical Services and the Counselling Unit offer a comprehensive array of support services to help with mental, physical health and personal development needs and therefore will offer an initial assessment to any student presenting with drug and/or alcohol related issues. During the assessment, they will explore how the student's substance misuse impacts their daily functioning, including academic studies and consider mental or physical health issues, levels of social support required and coping strategies. A risk assessment will also be carried out and if necessary, the Student medical Service and counselling unit may also suggest or refer the student to relevant external agencies that can specifically address drug and alcohol issues.
- Students may be immediately suspended or excluded from any of the University's facilities by the Chancellor in many cases, including but not limited to:
 - (a) where their continued presence constitutes a threat to themselves or others;
 - (b) where their behaviour seriously breaches the Code of Public Conduct or the Student Disciplinary and Academic Integrity Policy;
 - (c) where their behaviour compromises the reputation of the University;
 - (d) where students are found dealing drugs.
- Student Disciplinary Policy may apply.

This policy has been developed to safeguard students of our community, especially impressionable students.

The aims of this policy are to:

- demonstrate a commitment to safeguarding members of our larger community
- raise awareness about sexual exploitation and grooming
- help staff to deal with incidents of grooming.

Grooming: is the process of 'preparing' a student for a sexual or other exploitative purpose. Grooming is often slow and subtle, continuing for several weeks or months and lulling the person into a false sense of security. It always involves manipulation and deceit.

Ajman University is committed to the safety and well-being of all members of our community, especially the most vulnerable. It is also our duty as an educational institution to ensure our community is well informed, aware and able to deal with challenges.

Two types of grooming are recognized: street grooming which occurs in the community, and online grooming using technology including the internet and mobile phones

This policy is designed to bring awareness to the issue of grooming, and to serve as a procedure to address any incidents.

Grooming is strictly prohibited. UAE laws will be followed to address any grooming offences.

- Students have a right to complain if they are treated in a manner that they believe constitutes grooming.
- Complaints must be reported to the Dean of Student Services and the student must be sure that any information provided will usually be kept confidential and will not be shared without their permission.
- Dean of Student Services examines the complaints then reports them to the Legal Advisor with sufficient details.
- The Legal Advisor reports the complaints to the Chancellor or the concerned authority, if deemed necessary.
- The Chancellor will advise the Student Disciplinary Committee to investigate the matter.
- The policy mentioned above supersede any other old related policies, procedures, minutes of the meeting, manuals, handbooks, and bylaws. The Dean of Student Services is responsible for handling any issues that might arise and are not covered in these policies, and raise recommendations to the Chancellor – through the VCAA- for his final discretion.
- In case of conflict between the Arabic and English versions of these Policies, the English ones prevail.
- Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policies will be deemed to have been delivered, received, and known by all employees and students one day after posting the updated Policies on the website, or sending the updated version by email. The employees and the students shall comply with the updated Policies since its effective date.
- The University reserves the right to take action under its disciplinary policies and procedures should it receives information that suggests a University student's conduct presents wellbeing and safety concerns. In addition, following due process, the University may report the person involved who is deemed to pose a wellbeing and safety risk to external bodies.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2021	New Policy	Deanship of Student Services
V 1.0	03/10/2024	The policy has been amended to include minor changes regarding the actions to be taken in response to wellbeing and safety concerns.	Deanship of Student Services

Policy on Raising Concerns of Safety

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

The purpose of the policy on raising concerns of safety is to reaffirm the commitment of Ajman University to provide a safe environment to all its students and to enable them to raise their concerns if they do not feel safe.

This policy applies to all AU students, and faculty and staff involved in reporting and managing safety issues.

University: Ajman University

Safe: free or secure from harm or danger.

Incident: an event or occurrence including accidents, injuries, occupational illness and hazardous material spill or release.

Ajman University, in accordance with the CAA Standards 2019 complies with the health, safety and environmental requirements, and the regulations of relevant regulatory agencies to ensure safety of its campus. All faculty, staff and students play a role in ensuring people under their direction have the necessary provision to work and study safely. By using good judgement and adhering to environmental health and safety precautions, and looking out for each other to avoid injuries, illnesses and environmental harms.

Faculty, staff and students are responsible for:

- adhering to all University and departmental or office safety policies and procedures and comply with safety directives issued by their individual supervisors.
- complying with the applicable provisions of health and safety standards and regulations promulgated by regulatory agencies.
- attending required training.
- raising safety concerns.

Students have a right to raise their concerns if they do not feel safe on campus. Students with specific safety questions or concerns are encouraged to raise them. Raising safety concerns must be done as follows:

- Laboratory incidents or safety concerns must be reported to the laboratory supervisor for further action in coordination with the Office of Environmental Health and Safety.
- Fire emergencies must be reported to the AU Security or to the Office of University Facilities.
- Physical security threats (e.g. theft and burglary, vandalism, terrorism, natural disasters and assault) must be reported to the AU Security.
- Any other safety concerns such as bullying, cyber bullying, online grooming, criminal and sexual exploitation, domestic abuse, substance misuse and gang activity must be reported to the Office of the Dean of Student Services. The Dean of Student Services examines the concerns, then reports them to the Legal Advisor and/or the Manager of Counseling Unit (if the concern is psychological) with sufficient details. The Legal Advisor reports the concerns to the Chancellor or the concerned authority, if deemed necessary.
- This policy supersedes any other old related policies, procedures, minutes of the meeting, manuals, handbooks, and bylaws. The Dean of Student Services is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations to the Chancellor – through the VCAA- for his final discretion.
- In case of conflict between the Arabic and English versions of the Policy, the English one prevails.



- The University reserves the right to take action under its disciplinary policies and procedures should it receives information that suggests a University staff, faculty member, or student conduct presents safety concerns. In addition, following due process, the University may report the person involved who is deemed to pose a safety concern to external bodies.
- Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees and students one day after posting the updated Policy on the website, or sending the updated version by email. The employees and the students shall comply with the updated Policy since its effective date.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	23/06/2021	New Policy	Deanship of Student Services
V 1.1	03/10/2024	The policy has been amended to include minor changes regarding the actions to be taken in response to safety concerns.	Deanship of Student Services

Student Safeguarding Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services Student Disciplinary Committee
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Ajman University is committed to safeguarding the wellbeing of its student population and provide a secure environment for all university members who uses its premises and services. This policy describes how the University will deal with:

- Concerns indicating that a vulnerable student may be at risk of abuse, and the action that the University may take to manage such concerns and provide support.
- Concerns raised that a student's welfare and safety are at risk and the action the University may take to manage such concerns and provide support.
- Concerns that a student is at risk of being drawn into radicalization, terrorism, or extremism and the type of action Ajman University may take to manage such matters and provide support.

All staff, faculty members and students whose roles and responsibilities include regular contact with students who are potentially vulnerable to any of the above concerns must be made aware of this Policy, Procedure and related guidance. The University Security Officers will receive appropriate training.

- Abuse includes all forms of physical or emotional ill-treatment, negligent treatment, or bullying, including cyberbullying.
- The University is committed to protecting vulnerable students from abuse and neglect and ensuring that all staff and faculty members are aware of their responsibilities concerning safeguarding, alert to safeguarding concerns and know how to respond to these concerns.
- The University will follow best practices by putting all reasonable structures in place to support safeguarding. It will take all concerns seriously, respond to concerns promptly and refers to the relevant external bodies as appropriate.
- Staff and faculty who have contact with vulnerable students directly should be alert to the possibility that a particular student may be at risk of or has experienced abuse or neglect. However, it is not the responsibility of staff or faculty members to investigate or establish that abuse or neglect has taken place.
- Anyone who may witness or become aware of information suggesting that abuse and neglect is or is at risk of occurring should inform the University Security Officer.
- Where safeguarding concerns arise within any external partner setting, e.g., practice placement/internship employer, it expected that the third-party organization should deal with the safeguarding matter within its policy and procedures, involving external bodies as appropriate. When a concern that a University staff, faculty member, or a student poses a safeguarding risk, following the third party's investigation where the concern is substantiated, it should provide information to the University under this policy to enable appropriate disciplinary action to be taken.



- All University members whose roles and responsibilities include regular contact with potentially vulnerable students will receive training and guidance appropriate to their role. In addition, all staff will be made aware of this policy and procedures.
- In general, information is shared with the permission of the student; however, in cases where this may prejudice any subsequent investigation, information may need to be shared without permission. In all cases, information shared will be relevant, necessary and proportionate to the circumstances, and limited to those who need to know.
- The University will comply with any governmental requirements issued concerning safeguarding students from all forms of abuse.
- The University is committed to complying with any data protection legislation and regulations requirements.
- The University will refer any affected student, when necessary, to statutory services, preferably with the consent of involved persons. Such referrals will be proportionate and made based on identified and considered risks, including assessment of the impact of the referral on those involved.
- Staff dealing with safeguarding concerns should never promise confidentiality as information may need to be shared.
- The University reserves the right to take action under its disciplinary policies and procedures should it receives information that suggests a University staff, faculty member, or student conduct presents safeguarding concerns. In addition, following due process, the University may report the person involved who is deemed to pose a safeguarding risk to external bodies.
- The welfare of the students is a high priority for the University, and it remains aware of its duty to take reasonable steps to prevent harm, where that harm is within its reasonable control and other legal obligations.
- The University recognizes that there may be students who become vulnerable within its diverse student population at any given time. Therefore, the University and its members have a collective and individual responsibility to protect the wellbeing of these students.
- The University's response to concerns will be supportive, and those affected by welfare concerns will be offered support from within the University or externally.
- All staff and faculty members will be made aware of this policy and procedure. Support will be available for any enduring impact of the exposure to the concern.
- When concerns are severe to the extent that the situation is critical or an emergency, the University may decide to share information with the student's emergency contact.
- There may be circumstances the University will need to disclose certain information to third parties on a need-to-know basis in order to protect a student's welfare such as the health services and the Police. Where possible, information will be shared with the student's consent, but the University reserves the right to refer without consent.
- Confidential information will only be shared with the agreement of an appropriate senior manager. However, staff dealing with welfare concerns should never promise confidentiality as information may need to be shared. Referrals to third parties will be proportionate and made based on identified and considered risks, including assessing the impact of the referral on those involved.

- Effective safeguarding depends on effective partnership and information sharing. It isn't everyone's responsibility to investigate concerns, but it is everyone's responsibility to share concerns appropriately. Immediate sharing of information is key to providing an effective response to these concerns.
- Although the privacy of reporters and other involved parties will be protected as much as possible, confidentiality cannot be guaranteed. There may be circumstances where as part of a due process, a reporter's identity, where known by the University, may need to be shared with the student and other relevant parties.
- Welfare concerns should be reported to security personnel on campus, who would report to their Supervisor.
- The Supervisor will be able to receive confidential information but will not share any information already held.
- The Supervisor may provide an immediate on-campus response and assist in contacting the emergency services where necessary.
- There may be circumstances where a student's physical or mental health may indicate that they pose a risk to themselves, to other students or to the activities of the University. Those cases may be managed through the Student Counseling Office to help provide support and assess the student's fitness to continue his studies.
- The University is committed to protecting students from being drawn into terrorism and to ensuring that all staff, faculty members, and students are aware of their responsibilities in relation to the prevention of radicalization and know how to respond to related concerns.
- The University has an obligation to protect its students against extremism and in particular those who may be susceptible of being drawn into violent extremism or crime. Concerns raised may include student vulnerability to extremist activity on-campus or in local areas, such as propaganda materials, flyers, and stickers.
- This policy is not directed against any specific ideology, religion, or any other set of beliefs. This policy does not allow for any individual or group of individuals to be marginalized, stigmatized or excluded from the learning and research community.
- Radicalization is a process by which individuals become supportive of terrorism or extremist ideologies. If a staff, faculty member, or student has any significant concern about a student beginning to support or express terrorist or violent extremist views, they should raise them with the University Security Officer, who can work together with the relevant internal and external bodies to address these concerns.
- There is no fixed set of characteristics of a person that indicate that he/she is likely to be involved in extremism, or for a person who adopts violence in support of their particular ideology. However, a number of possible behavioral indicators are listed below that can help University members to raise terrorist or extremist concerns:
 - Use of extremist language
 - Possession of extremist material
 - The expression or support of extremist ideas
 - Promoting or supporting violent actions
 - Attempting to recruit others to adopt an extremist ideology

- Where such concerns are raised about a student that indicates a risk to the safety of the student, this should be reported to the University Security Officer.
- University members dealing with such concerns should never promise confidentiality as information may need to be shared with other relevant bodies.
- Restricting access to particular websites where guidance from external organizations indicate that they could pose a risk to students, increase the likelihood of cyber-bullying, or radicalization.
- In general, information will normally be shared with the consent of the student involved. However, where there are concerns that seeking consent from the student would increase the risk to the student or others, or prejudice any subsequent investigation, information may need to be shared without consent. In all cases, information shared will be relevant, necessary and proportionate to the circumstances, and limited to those who need to know.
- The University will comply with any requirements stipulated by governmental authorities in dealing with radicalization, terrorism, and extremism.
- Radicalization, terrorism or extremism concerns should be reported to security personnel on campus, who would report to their Supervisor.
- The Supervisor will be able to receive confidential information but will not share any information already held.
- The Supervisor may seek external advice without identifying the individual. If following assessment of the concerns raised, it is found that there is a risk with regard to radicalization, terrorism or extremism, the individual will be spoken to, and if the concerns are substantiated, the matter will be referred to external bodies. If no risk with regard to terrorism or extremism is found, the student, if appropriate, will be referred to an alternative University support services such as the Student Council or Counseling Office.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	04/07/2021	Initial Policy	Student Disciplinary Committee
V 1.1	03/10/2024	The policy has been renewed without changes	Student Disciplinary Committee

Student Athlete Class Attendance Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services Director of Student Life
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2025

Purpose

This policy intends on helping AU Student Athletes succeed educationally by maintaining the balance among academic, athletic and personal growth.

Statement

Student Athletes are expected to attend all scheduled classes unless excused by the professor/instructor as a result of scheduled intercollegiate sports competitions that conflict with classes. However, Student Athletes should make an effort to schedule classes that limit the amount of class missed due to scheduled intercollegiate sports competitions and associated travel.

It is the responsibility of the Student Athletes to notify their professors/instructors in advance of impending class absences due to intercollegiate sports competitions. If a Student Athlete has provided an official excuse letter in a timely manner, the professor/instructor may not penalize the Student Athlete academically for these absences and is expected to provide reasonable assistance to the Student Athlete concerning instruction and assignments that were missed. Classes should not be missed for practice, meetings or other non-competitive reasons. Student Athletes are not permitted to participate in intercollegiate sports competitions on any day on which final exams are scheduled.

Procedures

- Student Athletes must consult with their professors/instructors and coaches in advance to eliminate as many conflicts between classes and intercollegiate sports competitions as possible.
- Student Athletes should request an official excuse letter from the Office of Athletics when intercollegiate sports competitions conflict with their classes. Student Athletes are expected to give as much notice as possible to the Office of Athletics.
- Student Athletes should submit the official excuse letter to their professors/instructors prior to the scheduled games or matches. Nevertheless, it is understood that weather condition and sports tournament play might result in late changes to the schedule. If a late schedule change is made, Student Athletes are expected to communicate with their professors/instructors and inform them accordingly.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	29/10/2018	New policy	Director of Student Life
V1.1	31/08/2021	The policy has been reviewed and no changes required	Director of Student Life
V1.2	03/10/2024	The policy has been reviewed and no changes required	Director of Student Life

Student Finance Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

AU's Student Finance Policy is set to inform students, parents or sponsors about the financial rules and regulations implemented by AU, in addition to the financial responsibilities, associated with admission to graduation processes, withdrawal or dismissal from the University. Students have the right to re-fund, exemption, or receive scholarships according to clear and well-defined rules and regulations.

Application and Admission fees, Seat Reservation Deposits

Application and Admission Fees

- The application and admission fee for undergraduate programs and the postgraduate diploma programs is AED 1,300. The fee should be paid in one installment upon registration. The application and registration fee is not part of the tuition fees. It is non-refundable, except when the application is rejected. In this case, an amount of AED 1,000 will be refunded to the applicant.
- The application and admission fee for college of Medicine and all graduate programs is AED 2,000. The fee should be paid in one installment upon registration. The application and registration fee is not part of the tuition fees. It is non-refundable, except when the application is rejected. In this case, an amount of AED 1,700 will be refunded to the applicant.
- A student who wishes to apply for transfer from another accredited institution will pay a non-refundable fee of AED 500. If the student is admitted at AU, this fee will be considered as part of the application and admission fee.

Seat Reservation Deposits

- Students admitted to the Medicine, Dentistry, Nursing and Doctorate of Business Administration are required to pay a seat reservation deposit as stated in the table below. This deposit is non-refundable and non-transferable and must be paid before the deadline stated on the letter of admission. This deposit is deductible from the student's tuition fees once the applicant joins the University. If the student asks to defer admission to the following semester and the request is approved, the deposit will be applied to the following semester.

Tuition fees

The University reserves the right to increase the tuition and other fees up to 10% per academic year when deemed necessary.

The 5% standard VAT rate will no longer be applied to tuition fees and charges which are part of the curriculum for all AU academic programs. Instead, they will be zero-rated. The 5% standard VAT rate will continue to be applied to other services fees and charges, in accordance with the Federal Decree Law No (8) of 2017 on Value Added Tax.

- ❖ **Undergraduate and Graduate credit hours fees** for courses and programs are determined in accordance with the credit hours system.
- ❖ **Laboratory, Clinic and Studio Fees**
 - Students registered in the programs offered by the College of Dentistry and College of Pharmacy and Health Sciences pay a flat semester fee for specialized laboratory sessions and clinics.
 - This fee does not include lab fee included in the study plan for the program of Architecture and Interior Design, and the program of Bachelor of Art in Mass Communication.
- ❖ **Additional Fees encompass the following:**
 - Orientation service Fee
 - Lab fee for each registered course having lab sessions.
 - Additional fee for courses having a tutorial session
 - Additional fee for graduation project courses for the College of Architecture, Art and design, and the College of Engineering and Information Technology
 - Additional fee for internship courses

Upon registration, students should pay the tuition fees in full in order to avoid the late payment fees or suspension of any or all AU services. The Office of Finance has the right to take any necessary action against any student who has not settled their due balance, including suspension of registration, dropping the registered courses, suspension of services, and ineligibility to attend exam sessions.

Refund

a. Application and Admission fee

- The application and admission fee for undergraduate programs and the Professional Postgraduate Diploma in Teaching is not part of the tuition fees. It is non-refundable, except when the application is rejected. In this case, an amount of AED 1,000 will be refunded to the applicant.
- The application and admission fee for College of Medicine and all graduate programs is not part of the tuition fees. It is non-refundable, except when the application is rejected. In this case, an amount of AED 1,700 will be refunded to the applicant.

b. Add/Drop Period:

- During the add/drop period, students may add or drop courses without incurring charges. If a student withdraws from one or more courses during the add/drop period, the fees of the dropped course(s) will be credited to the student account for the following semester.
- A student may withdraw from one or more course(s) after the end of the add/drop period, provided they remain registered in at least three courses during that semester (nine credit hours). In this case, the student does not have the right to claim any refund for the fees of the withdrawn courses.

c. Suspension of Registration:

- During the add/drop period, a student may submit an application for suspension of registration for one or a maximum of two consecutive semesters. The application should be

submitted to the Office of Registration. In this case, the full amount of any fees paid shall be credited in full to the student's account for the following semester, or refunded two weeks after the submission a balance withdraw request to the Office of Finance.

- If the student submits an application for suspension of registration for one or two semesters during the two weeks following the end of the add/drop period, they shall be entitled to only 50 percent of the tuition fees of the semester in which they submit the application for suspension.
- If the student submits an application for suspension of registration after the end of the two weeks following the add/drop period, they will not be entitled to claim a refund of any part of the tuition fees of the semester in which he/she submits the application for suspension.
- If a student wishes to reclaim any amount from a credit balance – in case of suspension only, they must submit a balance withdraw request after the end of the add/drop period. A payment will be prepared within two weeks from receiving the request. If the student fails to do this, the amount will be credited to the student balance for the following semester.

d. Withdrawal from the University:

- During the add/drop period, the student may submit an application for suspension of registration and withdrawal from the University. The application should be submitted to the Office of Registration. In this case, the student is entitled to a full refund of tuition fees paid for the semester in which they submit the application for withdrawal. The refund will be made within two weeks after the submission of a balance withdraw request to the Office of Finance.
- If the student makes an application for suspension of registration and withdrawal from the University within the two weeks following the end of the add/drop period, they are entitled to a refund of only 50 percent of the tuition fees for the semester in which they submit the application.
- The student shall not be entitled to claim a refund of any part of the tuition fees if the application for suspension of registration and withdrawal from the University is made more than two weeks after the end of the add/drop period.

e. Disciplinary Dismissal

- A student who is dismissed from the University for Disciplinary Reasons is not entitled to any refund of tuition fees of the semester of dismissal.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Vice President – Administrative and Financial Affairs
V 1.1	20/09/2012	Minor change - fee waiver	Financial Controller
V 1.2	03/09/2017	Revised terms for registration fees, refund, and suspension of registration.	Chief Operating Officer
V 1.3	23/06/2021	Minor changes in registration fees, refund, and. Books section has been removed.	Director of Finance
V 1.4	03/08/2023	Minor changes in the application and admission fee section, and additional fees.	Office of Finance
V1.5	02/08/2024	Changes related to VAT and other minor changes	Finance Manager, Chief Accountant

Student Records Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	December 2022
		Next Review Date	December 2025

Purpose

This document sets out AU's policy on the collection, use and disclosure of personal information which are part of the official student records. It applies to the Office of Registration, and all other academic and administrative units that are primary and secondary custodians of specific data collected and stored about the students of the University.

Policy Statements Student Records

- Ajman University creates and maintains an electronic academic record for each student who is admitted to the University. This record shall be created at the time of admission, and shall be maintained throughout the student's enrollment as the official record of the student's academic activities, transactions, performance, and achievements.
- Academic transcript represents the transactional certification of the student's performance and academic status within the University, including degrees awarded.
- The Student Information System (SIS) - Banner is the University's official repository of student academic records.
- Only the Office of Registration can modify student information. Any request to access the Student Information System requires the approval of the Registrar.
- Depending on their roles and responsibilities, faculty, staff, and students might be authorized to have access to SIS to perform certain student academic transactions as appropriate.
- The Office of Registration is the Custodian of student academic records and data, and the Custodian of SIS.

Maintenance and back-up of student records

- Hard copy of student records received before admission of 2019-20 is stored in a secure, fireproof cabinet on University premises for 5 years after student graduation or student last attendance date. Files of this category of students are also electronically archived.
- Beginning the academic year 2020-21, the Office of Registration accepts and maintains the digital copy of student records once the original copy is seen and corroborated by the OAR Staff. The original copy will then be returned to the student.
- AU has an off-site continuous electronic backup for all electronic student records.

Retention and disposal of records

- Hard copies of Enrolled students' files are kept by AU for all students admitted before 2020-21 for 5 years after student graduation or last date of attendance.
- The final examination papers/digital shall be kept by College Departments for two semesters.
- Only digital copies of the final course marks will be maintained after 2019-20.

- The hard copy of the final course marks submitted by colleges to the Office of Registration before 2019-20 will be kept by AU.
- Digital copies of critical enrolled student's records, such as transcripts and degree completion authentications will be kept by AU for all students admitted for not less than fifty (50) years after student graduation or last date of attendance.

Permanent Academic Record

A permanent electronic academic record reflecting the academic achievement of the student who registers at AU is maintained by the Office of Registration.

a. Student Records:

All documents submitted to the University in support of an applicant for admission become the property of AU and, as such, become under the control of the Office of Registration.

b. Digital student record file includes:

❖ **Personal information**

- Personal information, including information about high school certificate.
- High School certificate, grade certificate, and equivalency certificate (when applicable).
- Passport's copy, residency, date of birth, country of birth, nationality, National ID, Health certificate, Conduct certificate, and photos.
- Application form, any eventual undertaking.
- Address of the student, and other contact details, including parents contact.
- Changing Personal Data.

❖ **Academic information**

- Status of the student (regular, suspended, dismissed).
- Grade transcript for each semester and timetable of registered courses.
- Transfer credit information, including names and dates of attendance at other post-secondary institutions, courses taken and credit hours and final grades earned, degrees, diplomas, and other awards, and related information.
- Degrees and awards earned including date awarded, degree, College, major(s), minor(s), and CGPA.
- Academic disciplinary information, if applicable.
- All academic transactions:
 - Registration courses, add and drop courses in each semester
 - Grade entry, grade modification
 - Change Major
 - Registration Suspension
 - Re-enrollment
 - Grade Appeal, incomplete request, re-sit-Exam
 - Course Equivalency
 - Clearance request
 - All students E- requests

Security and confidentiality

- a) AU safeguards the privacy of students and confidentiality of their academic records.
 - Individuals with access to protected student academic records have an affirmative responsibility not to release that information to any third party.
 - Relevant offices with access to student academic records may not release any information without the prior consent of the student.
- b) Only authorized staff can execute the result of the grade appeal, or change the spelling of the student's name. Furthermore, the Registrar has an information system that detects any eventual change of grades on the system. The history of all transactions can be traced.

Access to and disclosure of Information

Consent to disclosure of personal identification is within jurisdictions of UAE federal laws. The following are some exception, which permits disclosure without consent:

- Disclosure to university official with legitimate educational interests.
- The parents and sponsors have the right to know about the student's academic progress and financial status record unless the student requests otherwise and they will be informed accordingly.
- Student information may be disclosed to government agencies, verification agencies, other universities, our services providers, donors, and related entities if the student has given consent.

Non-Academic Student Records

- a) The University maintains non-academic student records in other departments interacting with students.
- b) Use, confidentiality, and access to such records are determined by the University department responsible for the service, activity, or function involved.

Student File Records Retention and Disposal

- Beginning of the second semester of 2018-19, graduate students or students applying to leave the university must re-receive their original certificates from the Office of Registration.
- Beginning of the first semester 2020-21, the Office of Registration stopped accepting hard copies and will not keep any original certificate. All original certificates will be returned to students after verification.
- For all received documents from students, AU is committed to protecting the security and confidentiality of protected information created or received in the course of business. The University's Record Retention Schedule prescribes the length of time that records created or received by the University must be retained. Once the record reaches the end of the scheduled retention period, it should be disposed of. Records disposition is the final phase of a record's life cycle. This policy outlines the appropriate methods for disposing of University records slated for destruction (Table 1).

Table 4. Student File Records Disposal

Documents	Soft copy	Enrolled (5 years after graduation or the last date of attendance)	Not Enrolled (1 year after application semester)
Bachelor Certificates	YES	5 years / last date of attendance	1 year
AU Transcripts	YES	5 years / last date of attendance	1 year
Transcripts (other colleges)	YES	5 years / last date of attendance	1 year
High School Certificates	YES	5 years / last date of attendance	1 year
Release from high school certificate	YES	5 years / last date of attendance	1 year
Equivalency Certificates	YES	5 years / last date of attendance	1 year
English Proficiency test score	YES	5 years / last date of attendance	1 year
Good Conduct	YES	5 years / last date of attendance	1 year
Passport	YES	5 years / last date of attendance	1 year
Residency	YES	5 years / last date of attendance	1 year
Emirates ID	YES	5 years / last date of attendance	1 year
Health Certificate	YES	5 years / last date of attendance	1 year
Recommendation letters	YES	5 years / last date of attendance	1 year
Personal Photos	YES	5 years / last date of attendance	1 year
Admission Letters	NO	5 years / last date of attendance	1 year
General Letters	NO	5 years / last date of attendance	1 year
Registration Suspension	YES	5 years / last date of attendance	1 year
Re-enrollment	YES	5 years / last date of attendance	1 year
Changing Major	YES	5 years / last date of attendance	1 year
Courses Equivalency	YES	5 years / last date of attendance	1 year
Course Description	YES	5 years / last date of attendance	1 year
Incomplete	YES	5 years / last date of attendance	1 year
Registration Exception	YES	5 years / last date of attendance	1 year
Clearance Forms	YES	5 years / last date of attendance	1 year
Name change authorization	YES	5 years / last date of attendance	1 year
Grade Appeal Requests	YES	5 years / last date of attendance	1 year
Disciplinary decisions	YES	5 years / last date of attendance	1 year

Graduating decisions	YES	5 years / last date of attendance	1 year
Verification Letters	YES	5 years / last date of attendance	1 year
Graduation certificate receive	YES	5 years / last date of attendance	1 year

Destruction/Disposal Guidelines

The disposal of student records must occur in accord with retention schedules after destruction approval is granted and then in a secure manner. Any document (paper, form, report, etc.) that contains personally identifiable student information, even if it is not considered to be an official student record, cannot simply be placed in the trash. The appropriate method should be chosen for each office based on the volume of materials and the availability of shredders or recycling bins.

Shredding – any document with personally identifiable information can be shredded and then placed either in a recycle bin or in the trash.

Burning – any document with personally identifiable information can be burned.

Student Assessment Records

The main database of student results is SIS which is managed by the Office of Registration. The Office of Registration retains permanently as archives the grade results of all courses. Official transcripts of results are generated by the SIS, based on the data supplied to it by faculty members.

Notwithstanding the paramount importance of the centralized record-keeping systems, academic units generate and accumulate significant records relating to student progress, and these need to be managed appropriately. Work completed by students for assessment, including essays, assignments, presentations, examination scripts, but not theses, need to be retained for a minimum of one semester (final exam papers are kept for a minimum of one academic year) before being destroyed.

This is the period set by the Academic and Scientific Council resolutions. Copies of theses for higher degrees are retained in the University Library.

Student result records

Although the digital official results records are those maintained by the Office of Registration, academic units will have local records of students' achievements in particular components of a unit of study or course. Such records must be kept for a minimum of one year. Records of changes to assessment results should be attached to the University results file.

Teaching

Most course delivery records retained locally in academic units need only to be retained as long as they are needed for teaching or administrative purposes. This includes course notes, study guides, reading lists, assignments, etc. Records relating to teaching policy matters are required as University Archives.

Electronic Information

Disposition of electronic information must be performed in a manner that protects private or confidential information. The sale, donation, scrapping, or internal University transfer of computers or other electronic devices require the secure destruction of information contained on the computer or electronic device.



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Dean of Admissions and Registration
V 2.0	26/03/2013	Major amendments –new guidelines and procedures governing student records	Dean of Admissions and Registration
V 2.1	23/07/2017	Minor revision to disclosure of information/ and file record retention and disposal.	Registrar
V 2.3	15/03/2021	Minor updates – Retention and disposal of records	Office of Admissions and Registration
V 2.4	13/12/2022	Minor update-student file records disposal	Office of Registration

Student Information Release Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of Registration
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

The purpose of this policy is to outline the University's commitment to protect the privacy of all students and to ensure compliance with all applicable regulations.

Statement

Ajman University (AU) ensures that the release of information to the public respects the rights of individual privacy, the confidentiality of records, and serves the best interests of students and the institution.

➤ **AU releases information in accordance with the following guidelines:**

We may share student information with other entities in our organization structure, but only if necessary in the course of conducting AU activities

- a. The departments and units include but are not limited to:
 - Administrative units of AU
 - Academic units of AU
 - Higher Administration
 - Career Development Center
 - Alumni Office
 - Law enforcement agencies.
 - Academic screening agencies (consent of the graduates).
 - Office of International Academic Affairs (Exchange students).The OAR will release student identification, contact, and other related information to the other Offices e.g. Deanship of Student Services so it can:
 1. Offer Society membership to new students.
 2. Invite new students to its Meetings and Seminars.
 3. Announce Deanship's sport and cultural activities.
- b. All requests from anyone else seeking information on another person will be forwarded to the registrar so that he/she can decide whether to contact the requestor.
- c. Student information may be disclosed to government agencies, verification agencies, parents, other universities, our services providers, Donors, sponsors, and related entities, from time to time if the individual if the student has given consent.
- d. The college's departments have access to personal information (students' names, addresses, and other contacts) and student transcripts so they can monitor class pass ratios, or recognize educational achievement.
- e. The office does not release students' contact information to third parties for marketing purposes.
- f. The graduation certificates are the personal property of students. Upon program completion, the certificate is handed directly to the student unless the student authorizes its release in writing to another person or entity.

- g. The Registrar may issue a list of the students with academic probation for the concerned college.
- h. All requests for information from members of the media must be referred to the Office of Vice Chancellor for Communication and Community Affairs.
- i. All requests for information for the exchange students must be referred to the Office of International Academic Affairs.
- j. Following is information that may be released from the office of Registration database: Information available for release is limited to:
 - Full name
 - Address and telephone number
 - Degree(s) and date of degree(s) awarded by AU
 - The grade obtained (CGPA)
 - Employer address and telephone number
 - Email address
 - Miscellaneous comments, awards.
- k. It is the responsibility of the unit requesting information to maintain the absolute confidentiality of that information as specified in this policy statement.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Dean of Admissions and Registration
V 1.2	23/07/2017	Minor change – type of information release	Registrar
V 1.4	06/03/2023	Minor change related to the amendments made on the academic probation policy	Office of Vice Chancellor for Academic Affairs

Degree Audit and Graduation Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Preamble

As a leading higher education institution, Ajman University (AU) seeks to assist students in academic planning and proper course scheduling to help them make steady progress towards their degrees. Therefore, AU has developed the Degree Audit and Graduation Policy that sets a clear framework for the degree audit and maps the graduation requirements.

Purpose

This policy aims to set clear regulations for the degree audit and the conferral of degrees.

Scope

This policy applies to all the programs at AU.

Definition

Degree evaluation: a system process that matches the students' completed courses with their respective study plans to determine the completion of their degree requirements, and hence their eligibility for graduation.

Policy and Procedures

1. After the add-and-drop period, the Office of Registration (OR) shall run a degree evaluation process, put together an audit report for students who are expected to graduate by the end of that semester, and submit it to the respective Deans.
2. The College shall review the audit report and indicate any outstanding problem/ feedback on the report's final version submitted back to the Office of Registration.
3. All changes and amendments to the degree audit report shall be shared with the Office of Registration no later than the eighth week (8) after the add-and-drop period.
4. The Colleges shall submit a clearance audit sheet signed by the Deans or the designees to the Office of Registration by the tenth week of the semester. The sheet shall clearly state the student's fulfillment of all the graduation requirements and eligibility criteria.
5. At the end of each semester, the OR shall run a final degree evaluation on the student information system to ensure all potential graduates have successfully completed their courses as per their study plans.
6. The OAR generates transcripts for all the students who have met all graduation requirements and submits them to the Dean of the Colleges for verification and confirmation.
7. Once the College Dean confirms, OR will proceed with graduation completion processes and awarding approved students in the system.



8. All graduating students must submit a clearance request and a copy of their valid Emirates ID and passport to receive the graduation certificate.
9. Eligible students shall be awarded their degrees without any deferrals. Only students who graduate in the Summer semester shall receive their degrees in the following Fall semester.
10. The OAR shall provide cleared students with all the information and directives relating to their Commencement. Students who have not been cleared shall not participate in the graduation ceremony.
11. OR shall submit a list of students eligible for graduation to the VCAA, who shall certify it and send it to the Chancellor's office. Final Approval for the list of graduates must be obtained from the Board of Trustees (BOT).
12. The OR shall post the degree on the student's academic record upon the request of the Chancellor.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	20/10/2021	New Policy	Office of VCAA
V 1.1	18/09/2024	The policy has been renewed without changes	Office of VCAA

Career and Placement Services Policy

Policy Owner	Chancellor	Responsible Office	Masar Career Excellence
Approved By	Chancellor	Effective Date	September 2023
		Next Review Date	September 2026

Purpose

AU's ambition is to ensure that all our students will develop an understanding of how changing local and global trends impact the current and future world of work. Our focus is on the deep exploration of the advancing job market, as well as each student's evolving entrepreneurial and/or career journey.

Statement

Ajman University places significant emphasis on providing excellent career and placement services to its students. For this purpose, it has established Masar Career Excellence that represents University's devoted commitment to supporting students and alumni. Its goal is to mold AU students into versatile and responsible leaders, ready to achieve success in their chosen paths post-graduation. We prioritize empowering our students by imparting essential skills, fostering strong character, instilling comprehensive knowledge, and presenting various opportunities for lifelong learning. Through Masar Career Excellence, we strive to equip our students to not only meet but surpass the present and future demands of the job market, both locally in the UAE and globally.

AU's Masar Career Excellence is set to achieve the following objectives:

- To assist students and graduates to make decisions, setting goals and making plans in relation to their career ambitions.
- To raise students' awareness of possible options for planning post-graduation phase.
- To direct students and graduates to supplementary skills necessary to meet evolving job requirements.
- To signpost students and graduates to resources available for their career and professional development.
- To assist students and graduates in acquiring skills necessary for effective job search.
- To establish mutually beneficial relationships with employers. To liaise with businesses, government, and organizations for possible internship, voluntary or full and part-time opportunities for students and alumni.
- To mentor and coach students helping them to create future career plans.
- To support students and alumni with the tools they need to successfully apply for job and internship opportunities, including CV support, mock interviews, and career coaching.
- To conduct training for soft skills required by the job market and provide professional development workshops.
- To secure high-quality internship and placement opportunities from employers from a diverse range of industries and sectors.
- To create events which allow our students to build their relationship capital.

Career and Placement Services

- Masar Career Excellence is committed to providing comprehensive support to students and graduates in their career ambitions. A holistic approach encompasses various avenues to empower individuals in career planning, skill development, and successful transitions.
- **Career Development and Skill Enhancement:** Masar Career Excellence aims to assist AU students and graduates in making informed decisions, setting career goals, and formulating strategic plans. Emphasis is placed on enhancing awareness of potential career paths post-graduation and providing guidance on acquiring supplementary skills necessary to adapt to evolving job requirements.
- **Resource Guidance and Job Opportunities:** Guidance is provided to students and graduates towards valuable resources for job searches and in acquiring effective job search skills. Electronic job advertisements and postings across digital platforms are facilitated, connecting students with diverse opportunities.
- **Employer Engagement:** One of the core objectives is establishing mutually beneficial relationships with employers. Active engagement with businesses, government entities, and organizations is conducted to explore internship, full time, and part-time opportunities for students and graduates. Mentorship and coaching are provided to support students in creating robust career plans.
- **Career Preparation and Enhancement:** Masar Career Excellence conducts one-on-one CV reviews, career counselling sessions, and soft skills training to equip students and alumni with the necessary tools for a competitive job market. Organizing professional development workshops, internship placements, and career fairs facilitates interactions between employers and students/alumni.
- **Continuous Assessment and Improvement:** Commitment to continuous improvement and performance assessment is paramount. Masar Career Excellence will maintain statistical records, collects student feedback, and evaluates career activities. Additionally, annual reports will be prepared to assess performance and progress towards achieving the set objectives. Collaboration with AU's Office of Institutional Planning and Effectiveness (OIPE) ensures measurable benchmarks for ongoing evaluation and strategic planning.

Through these services, Masar Career Excellence endeavors to create a supportive and dynamic environment that nurtures students and alumni in their journey towards career excellence.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial Policy	Scientific and Educational Affairs Council
V 1.1	20/09/2012	Revised - minor adjustment	Director of Student Affairs
V 1.2	23/07/2017	Minor revision with addition of new guideline terms	Career and Placement Services Manager
V 1.3	27/05/2021	Minor change – updates on office name, objectives, and guidelines.	Office of Career Services Manager
V1.4	14/09/2023	Change of name and updated content	Director of Masar Career Excellence

Student Success Center Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Student Success Center
Approved By	Chancellor	Effective Date	March 2023
		Next Review Date	March 2026

Purpose

This policy is established to provide guidance for the Student Success Centre's offering of a variety of student-centered services that ensure academic excellence.

Scope

This policy applies to all students, faculty, administrators, and staff that are involved in Student Success Center-related activities.

1. Vision of the SSC

The SSC will help students reach their full academic potential and thrive during their University years.

2. Mission of the SSC

The SSC will help students reach their full academic potential and thrive during their University years through early identification of students in need of academic support and through providing comprehensive support tailored to the needs of the student to help develop capable and well-rounded graduates who will enter the workforce and help foster a forward-thinking and progressive society.

3. Specific Objectives of the SSC

With close liaison with college Deans, faculty, managers and students at AU, the SSC will:

1. Provide curricular support activities and programs that lead to increased students' satisfaction and ultimately reflect on observable academic success
2. Organize initiatives and programs that aim at enhancing students' knowledge and application of behaviors and habits that lead to academic success
3. Organize initiatives that help to create a culture of Life-Long Learning within students

Policy Statements

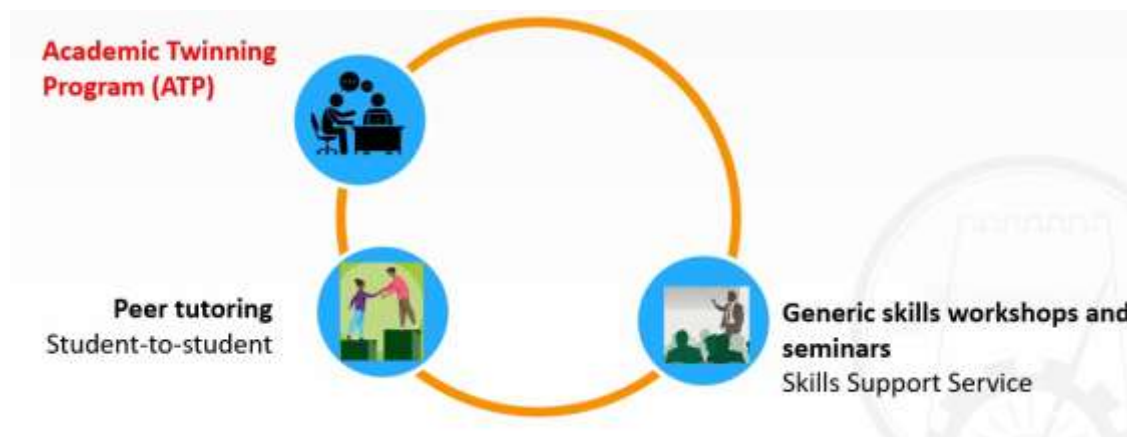
1. The SSC endeavors to provide equitable education and support opportunities to all the students who need its support. All activities and sessions provided by the SSC will be student-centered and tailored to the need expressed by students through surveys, or observed by faculty members who will be invited to propose workshops, seminars and similar interventions. The activities will be delivered in a professional and flexible environment that utilizes the available facilities at AU.
2. The SSC works with all stakeholders in AU (faculty members, academic advisors, deans) to identify students in need of academic support, mentoring, or guidance. The students will also be given access to self-refer, using user-friendly applications to register in the SSC and reserve a one-to-one

‘coaching’ session with a trained student peer. The SSC stresses that early identification of students at risk of academic mishaps is key to successful support.

3. The SSC invites select individuals representing academia, industry, government, and employers to act as an Advisory Committee to the Center. The Advisory Committee shall have a written Terms of Reference outlining its role, meeting frequencies, and other relevant aspects.

Support provided by the SSC

The SSC provides a range of personalized student-tailored services as shown in Figure 1.



Offices and Responsibilities

Peer Tutoring Program:

Office/Service	Key Functions
Liaison and Services Coordinator	Liaison with all offices/services under the SSC and providing counsel and guidance to help streamline the work 1. In coordination with each Officer in the SSC-PTP, you will prepare a list of objectives associated with the respective office 2. Prepare a checklist for each office and keep track of updates monthly. 3. Keep track of updates on the content and activities of the Knowledge Bank 4. Provide counseling and support to Peer Tutors and Officers when required 5. Provide support and follow-up in relation to major projects undertaken by the Digitalization and Projects Officer 6. Keep SSC manager and Faculty Liaison (FL) updated monthly.
Public Relations	1. Increase awareness about PTP in all colleges in AU through working closely with Marketing and the colleges and departments in AU 2. Building PT community through coordinating activities with the Events and Ceremonies Office
	3. Conducting outreaching activities to build alliances and partners

Training and Competency	1. Coordinates training schedules 2. Coordinates training certificates 3. Maintain training records 4. Assesses progress in achieving KPIs 5. Follows up performance of PTs 6. Designs upskilling activities
Digitalization and Projects	1. Overseeing 100% digitalization of process in SSC 2. Custodian of all data pertaining to special projects under the PTP (ATP data, summary reports)
Publicity and Social Media	1. Use social media platform to increase the visibility of the SSC beyond AU 2. Creating engaging programs using social media that involves AU students
Events and Ceremonies	1. Coordinates gathering and events that helps with the recognition of the SSC and PTP 2. In liaison with the Publicity Officer, coordinate and organize meetings, events, and ceremonies related to the SSC and the PTP
Planning and Innovations	1. Supports events, data gathering, and other activities within the SSC. 2. Supports the SSC and the Liaison and Services Coordinator in reaching out to engage Peer Tutors in different colleges, carry out motivational sessions to help achieve optimum results.

Procedure

- 7.1 The SSC will coordinate with all Colleges at AU to ensure that their Deans are all on board with the Center and its purpose.
- 7.2 Nominations of SSC Faculty Liaison (SSC-FL) will be made through direct contact and coordination with the Deans of the respective colleges.
- 7.3 The SSC-FL in each college will promote the SSC among the students of their respective colleges in addition to identifying students at academic risk, those who have received several academic warnings/or probations, and similar cases of students who were observed to need academic or skill training support. Students at risk could also be identified by coordinating with AU's Registrar's Office which keeps student records and current information about warnings/probations students receive.
- 7.4 The SSC-FL will advise these students to register their interest with the SSC, noting that the support provided by the SSC is voluntary, confidential, and with the full autonomy of the student concerned.
- 7.5 There will be THREE types of services provided by the SSC for students:
 - a) **Peer Tutoring:** Peer Tutoring is a preemptive-preventative strategy aimed at supporting students who need to improve in their academic performance. Peer tutoring approaches have

been shown to have a positive impact on learning, with benefits for both tutors and tutees, where students who are low achieving receive additional benefits from peer tutoring. A number of students with outstanding academic records are identified by the colleges and (after having their consent) their names and other details are provided to the SSC. Successful peer tutor candidates will join a pool of peer tutors to provide 1 to 1 tutoring to students.

- b) **Academic Twinning Program:** This is a variant of the Peer Tutoring Program, however it is a remedial strategy where students observed to be **at high academic risk** receive guidance, follow-up, and support through (1) the respective faculty member of the courses they enrolled in; (2) a peer-tutor who will provide one-to-one sessions designed to help with the respective courses; or (in the absence of a Peer Tutor (3) a student peer nominated by the respective faculty member teaching the subject.
- c) **Skills workshops, seminars, and tutorials:** These sessions will be provided by the SSC based on needs assessments and they predominantly are designed for groups of students.

7.6 Students eligible to be recruited as Peer Tutors (PTs) will be nominated by the SSC-FL in each college at AU using an online Peer Tutor Nomination Form.

7.6.1 *The following are some credentials for consideration of candidate PTs:*

For a student candidate to be eligible to enroll as Peer Tutor, the following will be required:

- (a) The candidate PT must be nominated by the respective SSC-FL
- (b) The candidate PT must have an A grade in the course(s) that s/he will be tutoring **with the EXCEPTION** of:
 - (b-1): first year students during the Fall Semester (where no final grades are available and potential peer tutors can only be identified and nominated by faculty member who teaches a course), and
 - (b-2) final year student tutors can also be nominated by faculty member who teaches a course
- (c) Alumni who had excellent academic records may express interest to enroll as Peer Tutors or continue to be Peer Tutors, and if necessary will be trained through the established system and perform peer tutoring services directed to final year students as other regular PTs.
- (d) The candidate PT must have no history of academic warnings/probations
- (e) The candidate PT must have not committed any academic misconduct
- (f) The candidate PT *may be required* to pass a face-to-face interview conducted by the SSC
- (g) The candidate PT must enroll and receive on the assigned training on Peer Tutoring provided by the SSC.

The names and short biographies of all candidate PTs who have passed the requirements for becoming PTs will be displayed on a dedicated Peer Tutoring Program website under the Student Success Center.

7.6.2 *Data required to be collected about each PT (the data will allow students needing tutors to select their preferred tutor):*

- i. Name and ID Gender
- ii. College/Program of the PT
- iii. Topic/courses which the PT has identified as areas of interest/expertise (1 to 5 courses)
- iv. The Grade in the preferred topic(s) of the tutor
- v. Times and dates available for tutoring (minimum of 1-hour slots)

7.6.3 *Data required about the student tutees needing support:*

- i. Name and ID
- ii. Gender
- iii. College/Program in which the student was registered
- iv. Tutor identified/selected
- v. Date and time for the tutorial
- vi. Open-ended comment box for any relevant or additional requirements by the student

7.6.4 *Rules and roles concerning the Peer Tutorials:*

- a. *The* PT will be required to work collaboratively with their respective FLs and will pass to them any issues they wish to bring up to the course instructors/professors of the subjects tutored by the PT.
- b. FLs and their PTs will coordinate any orientational activities aimed at publicizing the services of the SSC and the Peer Tutoring Program among the students in the college.
- c. All the tutorials must adhere AU's gender segregation policy (i.e. Male PTs will conduct tutorials with male tutees, and female PTs with female tutees)
- d. The PT-tutee relationship is a professional working relationship, and no comments apart from these filled in the Tutorial Goals and Outcomes form will be communicated or shared with outside parties.
- e. Both tutors and tutees are expected to be prompt, courteous and respectful towards one another.
- f. A friendly and comfortable rapport can make the learning experience more effective, but socializing should be kept to a minimum during tutoring sessions.
- g. Both PTs and tutees are expected to be engaged and working towards a common goal for each session.
- h. The PT and tutee should collaborate to establish this goal at the beginning of each session, and the session goals should be documented in the Peer Tutorial Goals and Outcome Form .
- i. All tutorials will be conducted in-person (preferably in AU premises) or online using one of the available platforms (Zoom, MS Team, etc.).
- j. All in-person tutorials will be conducted in the University premises (preferably, but not limited to, a pre-booked library room; online (virtual) tutorials can be conducted from anywhere.
- k. The tutor sessions will be held for 1 to 2 hours, and could be broken up into multiple sessions as required.
- l. If a tutorial session must be canceled, PTs and tutees should provide at least 24 hours' notice to each other.
- m. PTs are instructed to wait only 15 minutes when tutees fail to show up for a scheduled session; tutees should do the same.
- n. PTs are expected to help tutees understand subjects and assignments that tutees struggle with, but they should not work together on completing assignments that will be handed in (and they cannot edit assignments/papers for the students).
- o. Confirming the attendance of the session should be at the end of the session, where the PT should ask the student to confirm it on the system before ending the session.
- p. After each peer tutorial, the student(s) receiving the tutorial will be required to complete a short anonymous satisfaction survey to evaluate the tutorial session.

Students who Commit Academic Integrity Violations

- In line with its mission of "helping students reach their full academic potential", the Student Success Center (SSC) plays a pivotal role in preventing potential academic integrity violations (this includes cheating in examinations and committing plagiarism), and also preventing the re-occurrence or repetition of such incidents.
- The SSC will conduct at least one activity in each academic semester on professional and behavioral issues (professionalism, ethics, and/or academic misconduct).
- These activities will aim at equipping the students with the knowledge, attitude, and behaviors becoming of a University student.

Fees

The peer-to-peer service is provided free of charge to eligible students at AU.

Disclaimer

To the maximum extent permitted by its role to provide comprehensive learning support, the SSC does not warrant a positive outcome and disclaims all liability to students that have not improved their academic performance, even after receiving the tutorial(s).

For questions or concerns please send an email to:

Ms. Ayisha Saleem (Admin Coordinator): a.saleem@ajman.ac.ae

Policy Custodian:

Professor Nadir Kheir; Manager, Student Success Center Email: n.kheir@ajman.ac.ae

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	17/07/2020	New Policy	Manager of Student Success Center
V 1.1	03/02/2023	This policy has been updated to reflect AU's Academic Twinning Program (ATP) and the responsibilities of the stakeholders.	Manager of Student Success Center
V 1.2	06/03/2023	Minor changes related to the amendments made on the academic probation policy	Office of Vice Chancellor for Academic Affairs

Student Operated Media Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Offices	Office of Student Life Counseling Unit
Approved By	Chancellor	Effective Date	December 2022
		Next Review Date	December 2025

Purpose

This policy is established to guide the AU community who are involved in student-operated media.

Scope

This policy only applies to student-operated media. All other media publications at AU are covered by different policies available in the Policies and Procedures Manual.

Policy

Ajman University (AU) has put in place student-operated media to allow students to share their experiences and success stories during their university life. Students from all disciplines can be part of AU student-run media, overseen by the Office of Student Life (OSL) and the Counseling Unit (CU), and supervised by qualified editors, appointed by these two offices. In addition, a qualified faculty, appointed by the VCAA, shall act as supervisor/mentor to ensure the quality of publications.

The OSL oversees the publications of the students in “Meem Times”, an e-magazine published in both Arabic and English, at the end of each semester. The CU oversees the publications of the students in another e-magazine called “Voices”. No other student-run media is currently permitted by the University. For initiating a new student-operated media, proposals shall be submitted to the VCAA for approval.

Procedures

The following procedures shall be followed regarding publications in the student-operated media:

1. The OSL and CU invite the students for article submissions.
2. Articles submitted by the students shall be reviewed by qualified editors, among the University faculty, as appointed by the Managers of the OSL and CU.
3. Only the edited articles approved by the appointed editors shall be published in the e-magazines.
4. The e-magazines shall be sent to all students via email and also published on the OSL and CU websites.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	07/12/2022	Initially policy	Office of VCAA

Student Teaching and Administrative Assistants Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	VCAA
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

To ensure that the process of recruiting Student Assistants for the administrative or teaching assistance is conducted in a manner that is consistent with the principles, standards and expectations of the University, appropriate to its educational mission and academic programs, and operates with necessary integrity, fairness, consistency, and effectiveness.

Overview

This policy document explains all applicable rules and procedures relating to recruiting Student Assistants (SA) under two types of roles:

- A. SA's who perform teaching related duties to assist instructors-of-record, referred to as Student Teaching Assistant (STA), and
- B. SA's who perform administrative related duties to assist colleges and offices when required, referred to as Student Administrative Assistant (SAA)

Scope

Applies to enrolled full-time students who have completed certain course(s) related to the teaching assistance duties with a minimum grade of B+ or have a certain required administrative skill and a minimum cumulative GPA of 3.5.

Statement

Student Teaching Assistant (STA):

1. STA policies and procedures are fully controlled and managed by the Office of Vice Chancellor for Academic Affairs;
2. Candidates must be students who are enrolled and have excelled in the classes they will be helping with (i.e. a minimum grade of B+). They will be recruited by the respective College/Program for employment as Student Teaching Assistants (STA), who will support instructors in their pedagogical responsibilities;
3. Candidates also include Peer Tutors who are students who were nominated to be Peer Tutors by a Faculty Liaison (FL) as per the Student Success Center Policy.
4. The Student Teaching Assistants (STA) duties include but not limited to:
 - Grade homework assignments and quizzes based on homework assignments under the supervision of the course instructor;
 - Reinforce lessons presented by instructors by reviewing materials with students one-on-one, in the laboratory, or in tutorial sessions;

- Help instructors to prepare for lessons by getting materials ready or setting up equipment relevant to the course;
 - Help instructors with recordkeeping, such as tracking attendance;
 - Facilitate group discussions and team-based learning;
 - Perform other administrative tasks that may require the involvement of teaching assistants as prescribed by the course instructor, the head of the department, or the Dean;
 - Attend classes with instructors as required;
 - Help the instructor to organize student activities inside and outside the University;
 - Help instructors to prepare course files as needed;
 - Keep (electronic) records of student grades on assignments if instructed;
 - May be required to hold problem solving (tutorial) sessions and possibly attend certain lectures of the course.
5. In courses where Student Teaching Assistants (STA) are assigned, they **must** contact the faculty member (or designated Instructor) at the start of the course to receive the relevant guidelines and instructions.
 6. All STA tasks are expected to be carried out under the course faculty member's supervision. Responsibility for the satisfactory completion of all course-related tasks remains with the instructor of record.
 7. Performing and reporting Peer Tutorials are subject to relevant clauses within the SSC Policy.
 8. The Peer Tutors will adhere to the same policy and procedures for hiring and compensation as the Student Teaching Assistant (STA). Student Teaching Assistant (STA) **may not**:
 - Grade Test1, Test2, Midterm or Final Exams.
 - Assign final grades in a course.
 - Be assigned more than 20 hours per week, including any other assignments in the University (student course load must be considered in the assignment of the number of hours)
 - Be asked to work after the last day of a semester as per the academic calendar.

Student Administrative Assistant (SAA):

1. SAA policies and procedures are fully controlled and managed by Office of Chief Operating Officer;
2. Candidates must be students who are enrolled and have demonstrated required administrative skills with a minimum cumulative GPA of 3.5. They will be recruited by the respective office for employment as Student Administrative Assistants (SAA), who will support staff in their administrative responsibilities;
3. The Student Administrative Assistants (SAA) duties include but not limited to:
 - Update databases and records, under the supervision of the staff in charge;
 - Produce presentations or reports;
 - Help staff with recordkeeping and archiving;

- Attend meetings, prepare meeting materials and record minutes, as required;
 - Help to organize student/staff activities inside and outside the University;
 - Any other administrative tasks required by the Office as needed.
4. SAA **must** contact the staff member (or designated supervisor) at the start of the assignment to receive the relevant guidelines and instructions.
 5. All SAA tasks are expected to be carried out under the staff supervision. Responsibility for the satisfactory completion of all related tasks remains with the staff of record.
 6. Student Administrative Assistant (SAA) **may not**:
 - Access confidential financial or personnel related information;
 - Participate in decision making activities;
 - Be assigned more than 20 hours per week, including any other assignments in the University (student load must be considered in the assignment of the number of hours)

Procedure

Student Assistant Recruitment Process

- At the beginning of each academic semester, Colleges and Offices will recruit eligible students as Student Assistants and assign the number of hours required for each one to complete his/her job
- Colleges shall have an available budget (as part of the adjunct faculty budget) to be utilized for STAs, which shall be confirmed by the Office of Budget and Planning.
- Offices shall have a vacant position to utilize the budget for SAAs, which shall be confirmed by the Office of Budget and Planning.
- Designated faculty member or an Instructor should:
 - Provide adequate supervision and mentoring to ensure accurate and fair grading.
 - Provide the STA with complete guidelines and instructions (rubrics) for grading, assigning partial credit, etc.
 - Provide answer keys/solutions for assignments or quizzes to be graded.
- Designated staff member or supervisor should:
 - Provide adequate supervision and mentoring to ensure required administrative tasks are carried out with high quality.
 - Provide continuous feedback on SAA performance and quality of work produced.

Distribution of workload

- In courses where more than one STA is assigned, it is the faculty member's responsibility to ensure appropriate distribution of work and consistent grading.
- SA assignments are subject to budget availability. SA allotments are not guaranteed.
- Faculty and Staff members should be aware that SA assignments are also subject to the availability of qualified students.

Compensation to SA's

- SA's (both STA's and SAA's) shall be compensated with an hourly rate of **AED 25 per hour for undergraduate students and AED 35 per hour for postgraduate students**, payable at the end of

the assignment period and based on the authorized timesheets by the faculty/staff member in charge.

This amount represents the total payment with all other benefits (housing, insurance, etc).

Notwithstanding any provision mentioned in Ajman University's policies, the SA is NOT entitled to:

- One-way ticket at the date of joining;
 - Furniture, education, annual air ticket allowance;
 - Leaves unless unpaid sick leaves;
 - Repatriation ticket since the SA was in the UAE at the date of contract conclusion; or
 - End of service gratuity.
- The College/Office will verify the total hours worked by each SA, get them approved by the respective Dean, Director or Manager of the College or Office and send a list with the number of hours and compensation of each SA to the Office of Human Resources to process the corresponding payments.
 - In case of the assignments that exceed a duration of one month, a partial monthly payment of compensation to the SA's can be done, subject to submitting the verified and approved timesheets to the Office of Human Resources no later than 25th of the month. Documents that are submitted beyond this date shall be processed by the end of the subsequent month.
 - The Office of Human Resources will examine the dues computation, but it is not their responsibility to confirm the actual number of hours worked.
 - The Office of Human Resources, upon completion, will forward the dues to the Office of Finance for payment processing.

Responsibility

- The respective colleges and offices are fully responsible to run a fair and transparent evaluation and selection of SA's.
- The respective colleges and offices are fully responsible to verify and accurately report the actual attendance of SA's based on which they will be compensated.
- Any recruitment or hiring of SA's that doesn't follow the above detailed cycle will be considered a violation, which will be reported by the Office of Human Resources to the respective Cabinet member for further investigation and action.

Miscellaneous

- This policy supersedes any other old related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- Responsible Offices are requested for handling any issues that might arise and are not covered in this policy.
- In case of conflict between the contract and the Policy, the contract prevails.
- Any exceptions to this policy must be well justified and raised to the Chancellor for a final decision.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	09/01/2023	New Policy	Vice-Chancellor for Academic Affairs Chief Operating Officer
V 1.1	30/05/2025	Minor changes – referencing the SSC Policy in the arrangements for peer tutors.	Vice-Chancellor for Academic Affairs

7. Health, Safety and Environment



جامعة عجمان
AJMAN UNIVERSITY

Environmental Health and Safety Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Sustainability
Approved By	Chancellor	Effective Date	June 2022
		Next Review Date	June 2025

Purpose

This policy sets forth to maintain a safe and healthy environment throughout the campus and establish standard operating practices designed to assure the safety of all its stakeholders including employees, faculty, students, subcontractors, and visitors.

Statement

Safety is the business and responsibility of every stakeholder and it is planned to be achieved through proper education, training, use of protective equipment, and enforcement of safety rules. This commitment begins at the working level and extends upward through Supervisors, Managers, Directors, and Deans to the highest level of AU administration. All requirements for occupational health and safety are stipulated in details in the Safety Manual to enable AU to control its Health and Safety risks and to improve Health and Safety performance.

Environmental Health and Safety

AU is committed to providing and maintaining a safe and healthy working environment for employees, students, subcontractors and visitors. To ensure a safe and healthy work environment, AU shall:

- Strive for continual improvement by setting Environmental Health and Safety (EHS) objectives, targets and regular performance monitoring of the EHS System.
- Actively encourage the accurate and timely reporting and recording of all incidents and injuries.
- Investigate all reported incidents and injuries to ensure all contributing factors are identified and, where appropriate, plans are developed to take corrective control measures.
- Identify all existing and new hazards and take all practicable steps to eliminate, isolate or minimize the exposure to significant hazards.
- Ensure all staff members and faculty are aware of the hazards in their work area and are adequately trained to enable them to perform their duties in a safe manner.
- Ensure all students are aware of the hazards in their campus areas and are adequately informed to enable them to perform their studies in a safe manner.
- Encourage staff and student consultation and participation in all matters relating to environmental health and safety.
- Communicate the Safety Manual and Environmental Health and Safety Policy to all internal and external related parties.
- Ensure that the Safety Manual is available to all interested parties.
- Review the Safety Manual on annual basis to ensure that it is relevant and appropriate to AU operations.



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	University Central Committee
V 1.1	11/09/2016	Revision with the addition of regulations for emergency evacuation and parking/traffic regulations	Health and Safety Officer
V 2.0	01/05/2019	New policy – Communicate and promote Health and Safety	Environmental Health and Safety Officer
V 2.1	27/06/2022	The policy has been reviewed and there are no changes required.	Environmental Health and Safety Officer

Smoking Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Environmental Health and Safety
Approved By	Chancellor	Effective Date	March 2022
		Next Review Date	March 2025

Purpose

The purpose of this policy is to reduce the number of smokers on campus and to support those who wish to stop smoking; discourage freshmen students from starting the habit as university students and to raise awareness on the dangers of smoking.

Scope

This policy will apply to all students, faculty and staff members, contractors, vendors and visitors.

Statement

Exposure to second-hand smoke and the use of tobacco products are significant health hazards. In order to maintain a healthy environment at AU and to promote the prevention of illness and encourage students, faculty and staff to lead a healthy lifestyle, a smoking policy has been put in place to reduce the use of tobacco products on campus.

"Smoking" refers to inhaling or exhaling, burning, carrying or processing any lighted tobacco products. "Tobacco products" include but are not limited to any lighted cigarette, cigar, pipe, midwakh, dokha, bidi, electronic cigarette or any other smoking device that emits smoke/ vaping, along with any form of smokeless or spit tobacco such as dip, chew, or snuff.

Roles and Responsibilities

Every member of AU community is responsible for the enforcement, maintaining and communication of this policy. Responsibilities include:

- Complying with the policy and communicating it to others
- Cooperating to regulate smoking behavior on campus
- Protecting nonsmokers from being passive smokers
- Maintaining a healthy environment throughout the campus

Those responsible for the application of the policy are the EHS Committee, Unit of Community Services, security guards, Office of Student Services, and Office of Human Resources.

Procedure

1. While students, faculty and staff members, and visitors are encouraged to make healthier choices, AU has created clearly-marked designated smoking areas. Six open areas on campus have been designated for smokers, equipped with benches and ashtrays: (refer to attached map).

Building	Section	Block/ Entrance
Student Hub Building	Male	Main Entrance
J1 Building	Male	Block A
	Female	Block C
J2 Building	Male	Block A
	Female	Block B
Sheikh Zayed Center for Exhibition and Conferences	Male	VIP Entrance

2. Smoking and vaping is only permitted in designated smoking areas.
3. Smoking in corridors, stairways, bathrooms, and roof areas is completely prohibited.
4. Dispose of used cigarette butts properly at designated cigarette bins. Make sure that you completely extinguished the fire from your cigarette before throwing it away to prevent fire.
5. Refrain from throwing used cigarettes on the ground, grass area, walkways, parking, and other open areas on campus.
6. Do not peer pressure others into smoking.

Sanctions (Students)

There is a three-level warning system in place for AU students caught smoking outside these above-mentioned designated areas.

First time violation

The student will be given a verbal warning by the University Security and their ID will be confiscated. The student will need to meet with the EHS Committee to discuss the violation and collect the ID card within 48 hours. If the student refuses to hand in their ID, they shall be referred to the Student Disciplinary Committee.

Second time violation

Should the student be caught violating the policy a second time, he or she will be given a first official written warning, which will be placed in his/ her file and sent to his/ her student email.

Third time violation/ repeat violators

The student will be subject to disciplinary action as determined by the Student Disciplinary Committee. In addition, the student will also be required to complete 5 hours of community service.

Sanctions (Faculty and Staff)

First time violation

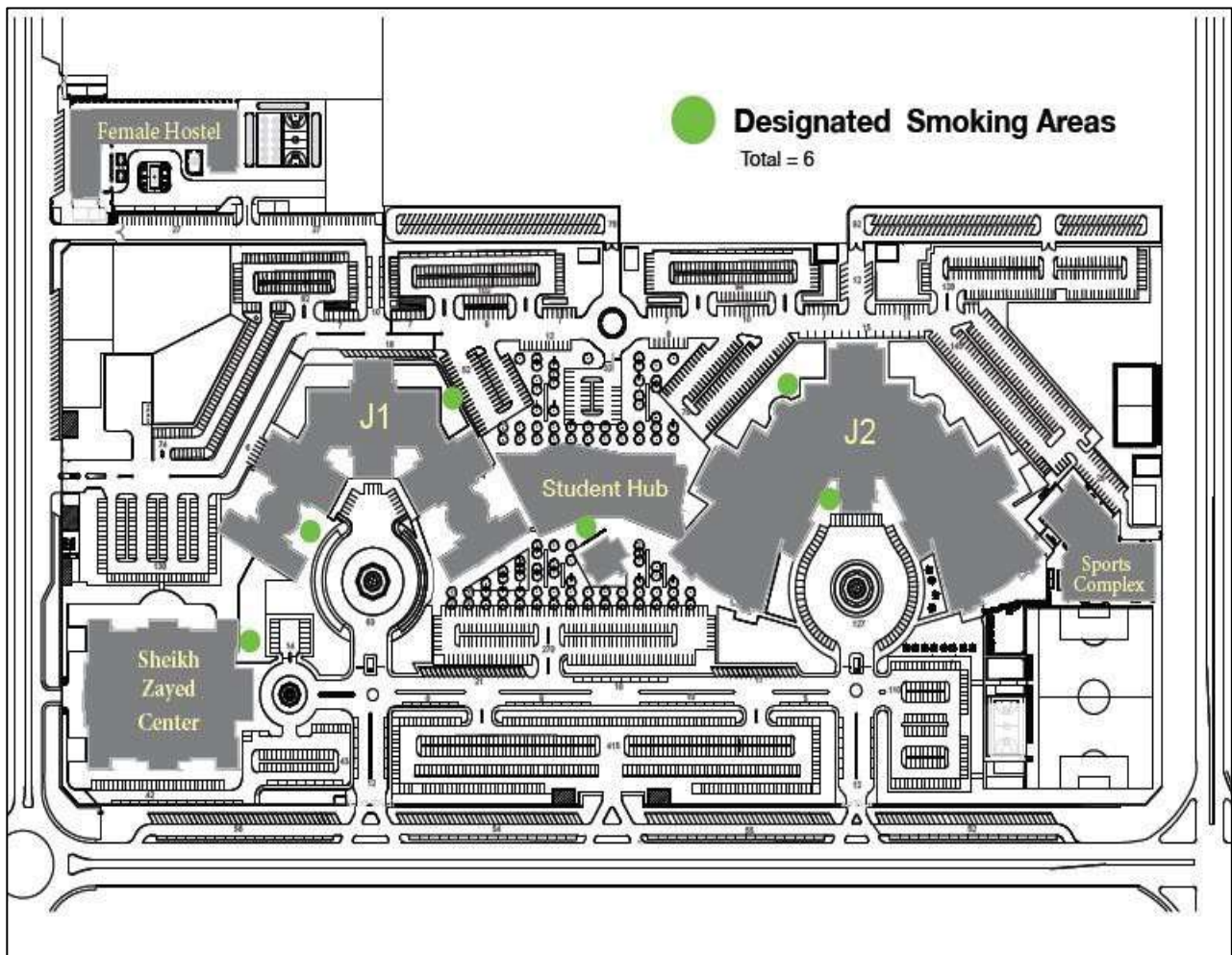
The employee will receive a verbal notification from the security guard on duty in the area of the violation.

Second time violation

The employee will receive a written warning from the Office of Human Resources.

Third time violators

The employee will be subject to disciplinary action as determined by the Faculty Accountability Committee/ Staff Disciplinary Committee. A third violation will be factored into the employee's annual performance evaluation.



Designated Smoking Area Outdoor Locations



Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	09/03/2020	New Policy	EHS Committee/ Chief Operating Officer
V 1.1	30/05/2021	Minor updates	EHS Committee/ Chief Operating Officer
V 1.2	25/03/2022	Updates to Procedure and designated smoking areas	EHS Officer/ Chief Operating Officer

Hostel Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Deanship of Student Services Students Housing Manager
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Purpose

This policy establishes the essential rules and guidelines to provide Ajman University students, both male and female, with reliable housing facilities that meet their needs and expectations while away from home. It lays the foundation for the supervision and monitoring of the Student Hostel, outlining the rules and responsibilities of the administrative staff.

Scope

This policy applies to all residential students and staff at Ajman University.

Policy Outline

1. Hostel Management and Supervision
2. Beneficiary Services
3. Housing Reservations
4. Housing Fees
5. Weekly Use of Student Hostel
6. Student Hostel services
7. Hostel Cards
8. Room Change
9. Temporary Exit and Overnight Stay Authorization
10. Residential Student Responsibilities
11. Hostel Prohibitions
12. Disciplinary System
13. Implementation of Penalties
14. Safety Protocols and Guidelines for Students of Determination

Definitions

University: Ajman University (AU)

Chancellor: Chancellor of AU.

Vice Chancellor: Vice Chancellor for Academic Affairs, responsible for approving the policy.

Student Housing Office: AU administration responsible for managing and organizing the Student Hostel for both male and female students.

Internal Housing Administration: Administration responsible for managing the Student Hostel, including coordinators, supervisors, and staff.

Financial Administration: University administration responsible for students' financial affairs, comprising the Director of Finance and Office of Finance.

Semester: One of the periods into which the academic year is divided at the university.

Student: An individual, either male or female, residing in the Student Hostel.

New Students: Students admitted to the University during the current semester, who are also target beneficiaries of the Student Hostel.

Participants: Students, both male and female, utilizing the University housing facilities and considered beneficiaries of the Student Hostel.

University Housing Application Form: The form filled out by students to reserve a room in the Student Hostel, including all rules and regulations related to reservations and withdrawals.

Reservation: The Service provided by the Office of Students Housing to define the specifications of the required room before the beginning of the semester.

Withdrawal: The process of leaving the Student Hostel.

Service Fees: Fees paid by residents to the Office of Students Housing for the services provided.

Relatives: Persons with whom students are allowed to leave the Student Hostel during designated visiting times.

Policy Statements:

Hostel Management and Supervision

- The Office of Student Housing manages the Student Hostel and establishes relevant rules and regulations in accordance with AU Policies and Procedures.
- The Deanship of Student Services will serve as the supervising and regulatory authority for the AU Student Hostel.

Beneficiary Services

- AU dorms are available to all students with a valid AU ID, subject to room availability.
- AU dorms may also accommodate internship students and those enrolled in AU educational programs, based on availability and the decision of the Student Housing Manager.
- Students from other universities and graduate students may be eligible for housing subject to the decision of the Student Housing Manager.
- Students are accepted into the hostel only after receiving medical clearance from the Office of Medical Services.
- To be admitted, students must be in good physical and psychological health. It's worth mentioning that the hostel is equipped with facilities for students of determination and those with special needs.

Procedures

Housing Reservation

- The housing reservation form must be completed after the student's admission to AU. This online form includes all the rules and regulations related to reservation and withdrawal from the Hostel. By electronically signing the application form, students agree to abide by the AU Housing rules of occupancy.

- Senior students are required to submit a new online application form by the end of each semester; otherwise, they may lose their right to stay in the hostel.
- At the end of the semester, students who have reserved a room for the next semester may leave their personal belongings in their rooms.
- Students who do not reserve a room for the next semester must remove all their belongings upon departure. Any items left behind will be transferred to storage by a specialized committee for up to three months before disposal.
- Students intending to vacate must ensure their room is returned in the same condition as at the start of their tenancy.
- After completing the checkout process, students must submit a clearance form and follow up with the supervisor and the Office of Finance to complete all procedures before leaving the Hostel.
- Students who do not reserve a room for the next semester but remain in the hostel after the end of the current semester must pay the weekly rent in advance.
- Students lose the right to stay in the Hostel if they are accused of misconduct by the Student Disciplinary Committee.

Housing Fees

- Housing fees are determined by the Chancellor in coordination with the Vice Chancellor for Academic Affairs, the Dean of Student Services, and the Student Housing Manager.
- To apply for housing in the Student Hostel, students must complete and sign the online housing reservation form, pay an insurance deposit upon submission, and agree to pay the remaining fees according to the rules established by the Office of Finance.
- All fees must be paid online. In exceptional cases, payments may be made by visiting the Office of Finance at the University.
- Housing fees are paid per semester and are non-transferable between semesters or between students.
- AU students can pay housing fees as part of their tuition fees. Interns and trainees still pursuing their education must make a 50% advance payment, with the remaining 50% due during the semester. Students from other universities are required to pay the full amount in advance.
- Students must pay an insurance deposit upon their initial entry into the hostel. This deposit will be refunded upon their permanent departure from the hostel.
- The Office of Finance at AU reserves the right to introduce new housing fee rules and/or amend existing ones.
- The University Housing Reservation Form includes reservation and withdrawal dates, along with a calendar outlining the reservation and withdrawal rules.
- Housing fees are charged for the entire semester according to the AU academic calendar. The Student Hostel will not accommodate students between semesters, except in exceptional cases. For students not registering for the next semester, housing fees during this period will be collected on a weekly basis, in accordance with the rules and regulations established by the Office of Finance.

- Insurance deposits will only be refunded once students have permanently left the hostel and returned their room keys.

Weekly Use of Student Hostel

- The Office of Student Housing reserves the right to offer rooms on a weekly basis, subject to availability. This option is available under the following circumstances:
 - If the student was a resident in the previous semester;
 - For AU students requiring rooms for exceptional academic reasons or for graduated students;
 - Priority for housing will be given to applicants seeking accommodation on a semester basis.

Student Hostel Services

AU prioritizes housing for students who apply for accommodation on a semester basis. The Office of Student Housing is dedicated to offering high-quality services to ensure a pleasant stay and a supportive environment that enhances academic success. The facilities and services provided include:

- i. Fully furnished rooms, including appliances.
- ii. Healthy, safe, and secure living environment.
- iii. Conducive learning environment
- iv. Cleaning and maintenance services.
- v. Social and administrative supervision throughout the day.
- vi. Shuttle buses between the dorms and the university.
- vii. Security services.
- viii. Medical services.
- ix. Entertainment and creative activities
- x. Free Wi-Fi.
- xi. Gym

Hostel Cards

- Upon reservation confirmation, the Housing Administration will provide female residential students with pass cards to facilitate their access to the hostel.
- The Hostel card is personal and must not be used by others. Students who lose their cards should promptly notify the Housing Administration.

Room Change

- Room assignments are made according to the rules set by the Office of Student Housing, considering the students preferences when possible.
- The hostel administration will assign the type of room requested but not a specific room number. Students must remain in their assigned room and are not permitted to stay in another room without written approval from the housing supervisor. Room changes will be considered based on availability.
- The hostel administration will consider students' preferences for identifying their roommates when possible.

Temporary Exit and Overnight Stay Authorization

- Female residential students must submit a permit form signed by their guardians for any temporary exit or overnight stay outside the hostel. This form can be found in the “Application and Reservation” section of the ORS system.
- Female students must obtain a temporary exit permit for visits or overnight stays outside the hostel, based on information approved by their guardians. These permits will be monitored electronically by the internal administration, and students must adhere to all rules and regulations.
- In case of an absence without a written permit, parents will be immediately notified, and the student will receive a warning. Repeated infractions will result in the student being required to appear in front of the Student Disciplinary Committee, which will take appropriate action.
- Female residential students must enter and exit the Hostel through the revolving gate using their access card. They should not leave the premises without their card. If the card is lost, they must contact hostel management to request a replacement.

Residential Student Responsibilities

- Submit all required documents and accurate information through the online ORS system.
- Sign electronically to acknowledge and accept full responsibility for all room furniture.
- Demonstrate a sense of responsibility for all housing facilities.
- Take care of your personal and valuable belongings, as the Office of Student Housing is not responsible for their loss.
- Avoid misuse of electrical devices within the premises and conserve electricity and energy to protect the natural environment.
- Maintain a quiet and calm atmosphere within the hostel.
- Foster a respectful and positive community within the hostel.
- Comply with the hostel's access regulations; detailed rules are available in the Rules of Occupancy.

Hostel Prohibitions

To ensure a safe, comfortable, and conducive living environment for all residents, the following prohibitions are strictly enforced within the hostel premises. These rules are designed to maintain order, protect property, and promote mutual respect among all residents. Violations of these prohibitions may result in disciplinary actions as outlined in the hostel’s disciplinary system.

- Engaging in inappropriate behavior or actions that are contrary to Islamic norms and the values and traditions of the UAE.
- Misuse of housing facilities.
- Owning weapons or explosives.
- Possessing magazines, videotapes, photographs, or any materials that do not comply with general norms.



- Ensuring a safe environment by avoiding improper use of water, electricity, and gas, which can cause fires.
- Bringing pets into the Student Hostel.
- Displaying posters or photographs, or writing and drawing on walls or furniture.
- Bringing children into the Student Hostel.
- Engaging in any activity not permitted by the Office of Student Housing.
- Smoking cigarettes or Shisha inside the hostel premises
- Using incense burners and candles.
- Misusing regular cameras and mobile phone cameras in a way which violates the privacy of fellow students.

Disciplinary system

- A. If the female student violates AU regulations or housing rules, or the customs, circulars or decisions of either of them, she will be subject to one or more of the following penalties or procedures, depending on the severity of the violation:
 1. Deprivation of certain or all privileges, services, and/or permits for a specified period.
 2. Verbal or written warning.
 3. Dismissal from housing.
 4. Referral of the file to the Legal Advisor, who will then transfer it to AU Chancellor – according to the University's regulations - for referral to the Student Discipline Committee. The Committee will apply in this regard the discipline regulations of AU students, even if it is contrary to this regulation.
- B. The Hostel Manager or their delegate are authorized to dismiss a student from the Hostel only after a written recorded investigation.
- C. The decision of the Hostel Manager to impose any of the penalties outlined in sections 1 to 3 is subject to appeal to the Dean of Student Services at AU or their delegate within 10 days from the date of notifying the student by email or by other written means.
- D. The Housing Administration has the right to inform the student's guardian about the violation and/or the disciplinary decision. It also has the right to publish the disciplinary decision on the hostel bulletin board after removing the student's name.

Implementation of Penalties

- Violations 1-3 shall be implemented by the Student Housing Administration.
- The Student Disciplinary Committee has the authority to decide any of the penalties.

- The penalties decided in Article 15 are final. In case of dismissal from the University, the student can appeal to the Chancellor's Office within one week of receiving the written decision from the Student Disciplinary Committee. The Chancellor's decision on the appeal is final.

Safety Protocols and Guidelines for Students of Determination

- A comprehensive evacuation plan is displayed in each room and on each floor, in accordance with the guidelines of the General Directorate of Civil Defense in Ajman.
- Hostel staff and residents receive training on the proper use of electrical, gas, and fire safety equipment.
- Fire extinguishing equipment is available and regularly maintained in compliance with international safety standards.
- The residential building is equipped to meet the accessibility and accommodation needs of students of determination.
- AU strives to provide an accessible and safe environment for students of determination, ensuring their full participation in the residential component of the university experience. This includes providing accessible routes, curb ramps, wheelchair-accessible units, parking and passenger loading zones, elevators, and restrooms.
- Emergency evacuation procedures have been established to address the specific needs of students of determination. These procedures are published online at, https://www.ajman.ac.ae/upload/files/ehs/AU_EHS_Manual-May_2019_-_For_Publication.pdf.
- An emergency evacuation chair is provided to ensure a quick and safe evacuation during emergencies.

Related documents

Rules of Occupancy:

The procedures for the Hostel are detailed in the Students Hostel, which is available at the Office of Student Housing and online at <https://www.ajman.ac.ae/en/student-life/residence-life-and-housing/residence-services>

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	New policy - organize student residential life	University Facilities and Services Department
V 1.1	23/04/2017	Revised term and practices for housing rules, eligibility, fees, and allocation priorities.	Student Housing Manager
V1.2	27/02/2020	Revised two sections: Violation of Housing rules and the Penalties	Student Housing Manager
V 1.3	31/03/2021	Update section 11 & 15	Student Housing Manager
V 1.4	19/09/2021	Inclusion of section 17-Safety Measures and Specific Guidelines for Students of Determination Formerly titled "Residence Halls Policy".	Student Housing Manager
V 1.5	20/9/2024	General revisions to ensure clarity, compliance, and alignment with best practices and regulations.	Student Housing Manager

Health Services Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Medical Services
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy aims to provide guidelines and protocols to the Office of Medical Services and their obligation to meet and exceed the expectations by delivering high quality care that is safe, effective, and timely, in addition to attain the highest level of patient satisfaction and comfort.

Scope

This policy is exclusively applied to AU Community, and not for the general public, and it applies to all premises and activities within the control of the University.

Statement

The medical clinics seek to complement the academic mission of the University and are dedicated to provide educational, supportive and consultative healthcare services to AU community. In doing so, the medical clinics strive to make the campus a healthy and safe place to study, work and live.

Objectives

This policy has the following objectives:

- Comply with the requirements of relevant legislation and current good practice.
- Identify significant hazards (the potential for harm), assess risks (the likelihood of that harm being realized) from activities involving those hazards and manage those risks;
- Meet the safety and health standards and regulations issued and enforced by:
 - UAE Ministry of Health and Prevention,
 - OSHA*-approved international guidelines (OSHA*: Occupational Safety and Health Administration, USA) regarding Personal Safety Guidelines (PPE), First Aid Kits, First Aid Emergency Standards, Items Sterilization, Workplace and Environment Safety, Occupational Safety and Health Standards, and Hazardous Waste Operations.
- Promote a positive attitude to health and wellbeing at the University amongst all employees and students.
- Ensure that employees, students and others are adequately informed of the relevant identified risks.
- Ensure that employees, students and others receive appropriate guidelines, training and supervision.
- Ensure that employees and students are competent to deal with the risks they encounter.
- Consult widely with employees and students and with employees' representatives on health matters.
- Ensure that this documentation and supporting information is made accessible, primarily through the University's web pages.
- Make arrangements for coordination and cooperation with other employers.
- Monitor actively the management of risks to health;
- Review the effectiveness of health risk management and where appropriate to implement improvements.

Procedures

- a. The University is committed to providing and maintaining a healthy and safe working environment that promotes the wellbeing for all its employees, students and others who may be affected by its activities. The ultimate responsibility for ensuring the implementation of this policy lies with the University's Office of Medical Services.
- b. The Office of Medical Services is responsible for ensuring the compliance with the University's Health Services Policy within its scope of control and it is required to report annually on the medical safety action plans. They have a key role in encouraging a positive attitude to health and safety through appropriate management arrangements, in line with the guidelines of MOH/MOE and AU Office of Sustainability.
- c. All employees and students have a responsibility to promote a healthy and safe working environment to safeguard their own health, that of their colleagues, and are required to abide by the rules and requirements made under the authority of this policy.
- d. Vaccination requirements for AU students:
All students are required to have a complete vaccination record at registration time as per the MOH/MOE guidelines and requirements. Any special case regarding the vaccination is discussed with the student individually.
- e. Duties and responsibilities:
The Office of Medical Services provides the following primary healthcare services, within the available capabilities of its clinics:
 1. Round-the-clock services for males and females' patients.
 2. General clinics: emergency care, primary healthcare, treatment, preventive medicine and health education on common diseases to the University's Community.
 3. Nursing: comprehensive nursing care and services, including routine and emergency care, daily recording of patients' details and provided treatments.
 4. Reception: receiving patients, preparing their files and records, recording personal data, preparing daily, monthly and annual statistics.
 5. Referral system: referring urgent cases to hospitals in line with MOHAP and Local Healthcare system.
 6. Following up chronic cases and coordinating referrals to hospitals if necessary.
- f. Screening and approving medical checkups for new students.
- g. Medical units
The medical units ensure that a healthy environment is maintained in all of the University's premises, and provide students with the following medical services:
 1. Examination and treatment's prescription as appropriate.
 2. Emergency treatment.
 3. Medical supervision of sport and social activities.
 4. Raising health awareness among AU Community.
 5. Organizing seminars on medical problems for the benefit of the students.
 6. First-Aid awareness sessions.

Services

A. Medical Check-up Procedure

As part of the registration requirements of Ajman University, a student medical check-up is mandatory.

1. The medical check-up form is available at the AU medical clinics, or through the AU website: <https://www.ajman.ac.ae/en/student-life/health-services/medical-check-up-instruction>
2. The medical form should have the applicant's registration file number or the student's ID e.g. (2020.....)
3. The student should take this form to any of the hospitals in the UAE, where the doctor will fill it out.
4. Once the medical test is done, the hospital's medical report needs to be approved by the University's medical office before submitting it back to the Office of Registration.

5. Students who live outside of the Emirate of Ajman can take the medical form to their nearest MOH facility (Preventive Medicine) or to any UAE hospital to have this medical test done at their convenience. They can also go to the hospitals listed in our [website page](#).
6. Students are required to send the filled form through ORS to get approval. Once approved from the medical clinic, it will automatically be forwarded to the Office of Registration.
7. Students residing outside UAE are required to get their medical test done in any hospital across UAE.
8. Medical tests performed outside UAE will not be accepted.
- B. Other medical reports requests (sick leaves/Medical reports; Temporary Parking Pass) should be submitted on ORS.
- C. Persons with Disabilities/People of Determination (POD) are required to send their request with supportive documents by E-mail to: medicalservices@ajman.ac.ae.
All medical related information will be dealt with full confidentiality.

Miscellaneous

- a. This policy supersedes any previous related policies, procedures, minutes of meeting, manuals, handbooks, and bylaws.
- b. The Office of Medical Services is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations through the Office of Chief Operating Officer for the Chancellor's final discretion.
- c. Any exceptions to this policy must be well justified and sent to the Chancellor for a final decision.
- d. Ajman University reserves the right to make changes to its policies at any time and for any reason.
- e. The updated policy will be deemed to have been delivered, received, and known by all employees one day after posting the updated policy on the website, or circulating the updated version by email. The employee shall comply with the updated policy since its effective date.
- f. Employees shall comply with the updated policy since its effective date.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	New policy – Prevention and wellness guidelines	Medical Services Department
V 1.1	23/07/2017	Minor change	Medical Services Manager
V 1.2	27/05/2021	Minor change	Medical Services Manager
V 1.3	12/08/2024	Minor changes related to services	Medical Services Manager

Hazardous Waste Disposal Policy

Policy Owner	Environmental Health and Safety Officer	Responsible Office	Office of Environmental Health and Safety
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy provides guidelines and expectations for the safe handling, storage, and disposal of hazardous waste generated by experiments learning and operational activities on AU campus.

Scope

This policy applies to students, faculty and staff members, contractors, and visitors who generate and handle hazardous waste.

Definition

Hazardous waste: is a waste with properties that make it dangerous or capable of having a harmful effect on human health or the environment. Hazardous waste is generated from many sources, ranging from industrial manufacturing process wastes to batteries and may come in many forms, including liquids, solid gases, and sludges (Source: Environmental Protection Agency EPA-USA).

Statement

Ajman University will manage, as far as is reasonably practicable, all hazardous waste activities falling under its control to minimize the potential harm to the human health of the faculty, students or the environment. All hazardous waste shall be handled in accordance with local regulations, environmental protection laws, and disposal costs. Responsibility for compliance with hazardous waste regulations begins with the person generating the waste and follows through to disposal.

Procedure

This procedure covers the identification, handling, storage, collection and disposal of hazardous waste on AU's facilities.

Hazardous Waste identification, handling, and disposal

A. Hazardous Waste identification

The hazardous waste produced by AU may include: Batteries (acid batteries), waste oil, paints and grease, electronic waste, chemicals and pharmaceutical products, medical disposables. Waste can be identified as hazardous if it exhibits the following characteristics:

1. Ignitability

- a. Flammable Liquids with a flashpoint $<60^{\circ}\text{C}$ such as alcohols, acetone, ethyl acetate, mineral spirits, gasoline.
- b. Oxidizers such as nitrates, perchlorates, bromates, permanganates, peroxides, iodates.
- c. Organic Peroxides such as benzoyl peroxide, cumene hydroperoxide, methyl ethyl ketone peroxide.

2. Corrosivity

Aqueous liquids with a $\text{pH} < 2$ or > 12.5 or other liquids capable of corroding steel at a rate of > 6.35 mm per year at a test temperature of 12.778°C .

- a. Inorganic Acids such as hydrochloric acid, sulfuric acid, nitric acid, perchloric acid, phosphoric acid.
- b. Organic Acids such as formic acid, lactic acid.
- c. Bases such as hydroxide solutions, amines.

3. Reactivity

Material which can react violently or create toxic fumes:

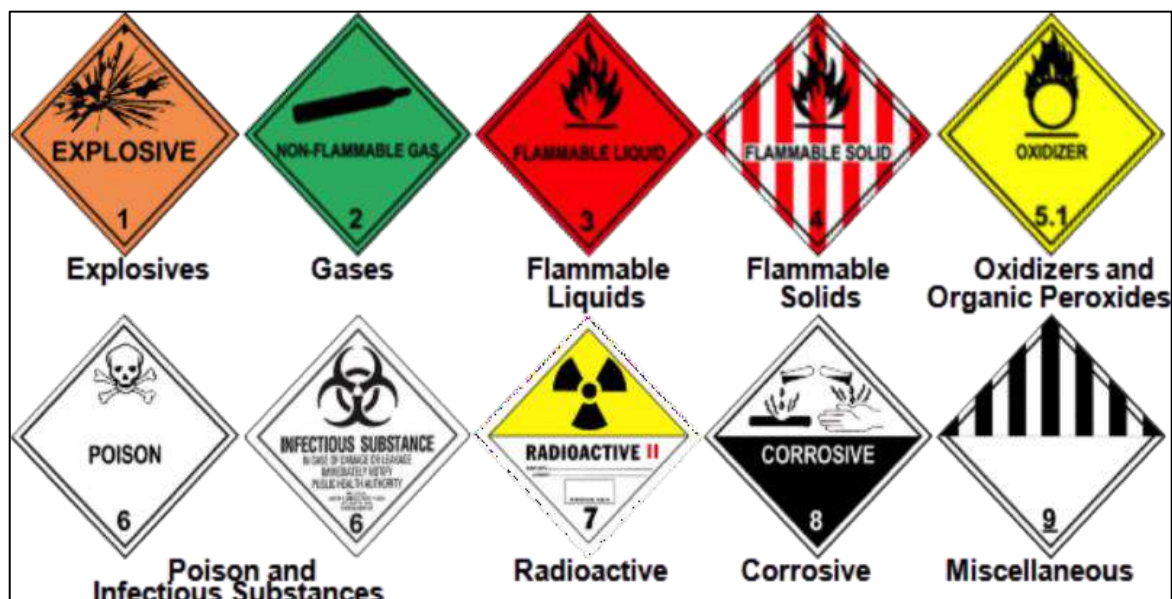
- a. Sulfides and cyanides
- b. Peroxide formers such as ethers, potassium amide, sodium amide, vinyl acetate, tetrahydrofuran.
- c. Water reactive material such as sodium, potassium, lithium, calcium carbide.
- d. Multi-nitrated compounds such as picric acid, nitrosoguanidine, trinitroaniline.
- e. Perchlorate crystal formers such as perchloric acids.
- f. Compounds that may undergo vigorous polymerization such as acrylic acid, vinyl acetate, methyl acrylate.

4. Toxicity

A waste which, when using the toxicity characteristic leaching procedure (TCLP), leaches any number of metallic, organic, or pesticide constituents in concentrations greater than specified in the regulation. Examples for these elements include arsenic, barium, cadmium, chloroform, chromium, m-cresol, mercury, selenium, and silver.

B. Hazardous Waste Handling and Storage

- a. Laboratories and other areas that use chemicals (i.e. dental clinics, pharmacy labs, maintenance workshops, anatomy lab, and chemistry labs) must provide hazardous waste containers within their respective areas.
- b. Appropriate hazardous waste storage containers need to be selected according to the waste type. The containers shall be clearly labelled including the following data:
 1. The composition and physical state of the waste.
 2. A statement that calls attention to the hazardous properties of the waste.
 3. Name and location of the waste generator.
 4. The date when accumulation began.
 5. The category of hazardous waste (from 1-9), as per the below classification:



6. Corrosive waste should be placed in plastic instead of steel drums, unless the steel is lined with plastic. Steel can corrode, causing drum leaks.
7. A separate, well labelled and access-controlled area shall be dedicated for hazardous waste quarantine in each of the hazardous waste generating college/ office. This quarantine area can be used for temporary storage of generated or expired waste before proper disposal. The area should be clearly identified as a hazardous waste storage area and should be designed to prevent secondary containment.
8. The temporary storage area of hazardous waste before transportation into disposal channels by authorized companies, needs to be well-ventilated, temperature controlled in such a way that there is no overheating or accumulation of humidity, equipped with the appropriate firefighting systems, and access controlled. It is advised not to stack the hazardous waste containers, and to keep them off the floor level by using plastic pallets.
9. Every college/ office that generates hazardous waste is required to have a written emergency contingency plan approved by the Dean/ Manager and designed to minimize hazards to human health and the environment from fires, explosions or an unplanned sudden release of a hazardous waste.
10. Every college/ office that generates hazardous waste is required to fill up the record D1- Waste Management Plan, and email a copy to Office of Sustainability at the beginning of each academic semester.

C. Hazardous Waste Collection and Disposal

- a. Disposal of hazardous material into sinks, drains, commodes, or other sewage disposal channels is **STRICTLY PROHIBITED**.
- b. All waste shall be disposed by AU with the permit or approved waste disposal contractor in accordance with the local controlled waste regulations mainly "Hazardous Waste regulation Law 21 of 2005" and where necessary to fulfill the regulatory requirements for the carriage of dangerous goods, if applicable.
- c. Waste handled at AU shall be identified as hazardous, non-hazardous and appropriate segregation, storage and disposal plan shall be made. Wastes, which can be recycled, reused, shall be reviewed wherever practicable.



- d. Waste disposal must be carried out through an approved contractor only and the extent of control shall be established and monitored with appropriate records.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	06/07/21	New Policy	Environmental Health and Safety Officer
V 1.1	12/08/24	Minor change – updating the name of the office from Office of EHS to Office of Sustainability	Manager of Office of Sustainability

Information Technology Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of IT
Approved By	Chancellor	Effective Date	January 2025
		Next Review Date	January 2028

Office of IT

Ajman University (AU) provide computing, networking, information and telecommunication resources to the University community to support teaching and research, and efficient administrative processes. Access to Information Technology resources is granted to members of the University community who are enrolled students, employees, or academic members. The authorized Office for running these resources is the I.T:

Helpdesk Service

Helpdesk is responsible of serving as first point of contact for users' technical assistance over the phone or email, log all the requests/complaints, categorize them, and then assign the technician/engineer for the advanced/unresolved cases.

Support Unit

Support unit consists of two teams below; their daily operational task is to resolve technical problems reported by users through the Help Desk.

- a) Technical Support team: Responsible of installing, configuring, and troubleshooting new end user devices such as, but not limited to, PC and printers.
- b) AV/IT technician Team: Responsible of installing, configuring, and troubleshooting AV equipment such as, but not limited to, datashow, smart screens, CCTV system, Queue system, and Access Door system.

Programming and Development Unit

This unit is responsible of creating and maintaining database applications in support of different AU services, and attending to the needs and requirements of the users. Examples of these services include Admissions & Registration, and databases developed for the Office of Finance.

Systems & Network Administration Unit

The main responsibilities of this unit consist of maintaining the following:

- **IT Network/Telecomm infrastructure:** Configuring the network services, and perform day-to-day management of the network, network interfaces, and network services. This includes but not limited to LAN connection between campus's buildings, if available, and Internet Connections, with Internet Service Provider (ISP) such as Leased line and ADSL connections.
- **IT Systems infrastructure:** Installing, configuring, troubleshooting, and managing systems' infrastructure, physical, virtual environment, and Cloud environment, if available. This includes managing the OS systems such as, but not limited to, Win Servers, Linux, databases.

- **IT Security:** Installing, configuring, troubleshooting, and managing systems' security such as, but not limited to, the antivirus/Antimalware systems, Network Firewall, Application Firewall, and systems' patching and updates.

Another task of this unit is to solve problems that might arise while using the network and systems' services.

E-Services Unit

The primary role is to manage and facilitate the implementation of institutional strategy for academic and administrative staff across the University.

The E-Services section at the Office of IT is working closely with the Vice Chancellor of Academic Affairs (Teaching, Learning and Students), and with Faculties, and other administrative offices.

The main responsibility is to provide support and guidance on how to use AU Applications/systems, including the E-Learning Management System, to AU community, staff and students.

The objectives of the E-Services team are the following:

- The technology used in the classrooms and computer labs.
- Tools to enhance the communication between the faculty and students.
- E-Learning Management System, including training to faculty members on how to use it.
- E-Assessment which includes the following assessment activates each semester:
 - Advisor
 - Course
 - University's service, and;
 - IT Orientation documents for AU's members, students and staff, on all AU's services and Applications, and how to access/use them.

This section is responsible of the following:

- Create, update and maintain the IT orientation manuals for AU staff and students. All such documents are published on the website <https://it.ajman.ac.ae/>.
- Give individual and group training sessions.
- Organize training session with the Office of HR for faculty members on the newly introduced technology.

Information Technology Services

- a. IT Account Services
- b. Helpdesk and Support
- c. Campus LAN/WAN Network
- d. Video Conferencing
- e. Software and Applications
- f. Internet
- g. Applications
- h. Teaching and Learning Technology; and
- i. IT Security, Compliance and Governance.

Terms and Conditions of Using I.T. Services

- Office of I.T considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy.
- Computing resources not owned or approved by AU may not be connected to the University's network.
- Office I.T. currently maintains a variety of UNIX, Win 2012 servers and above. MS Windows systems exist to facilitate software distribution and printing for office and student lab environments.
- Office of I.T. has the right to monitor the traffic of all transmissions on networks maintained by the offices at all times.
- Operating systems currently supported (for the desktop) include Windows 8 and Windows
- 10. There are special requirements for Unix workstations in the School of Engineering. Upgrading will take place in a controlled manner.
- Software and hardware to be installed should be requested by the Dean or Manager/Director of Office and it may not be installed or connected to University systems without the approval of the IT Committee. This includes the data and telephone networks.
- All University affiliates (faculty, staff & students) are permitted to use the University network and selected computing resources at all times while the network is available.
- IDF rooms are under the authority and responsibility of the Office of IT. Everyone within the AU Network community who uses University computing and communications facilities has the responsibility to use them in an ethical, professional and legal manner.
- Violations of information technology Policies & Procedures typically result in University disciplinary action, which may have serious consequences, and in some cases, may result in a legal action.
- Copying software is an act of copyright infringement, and is subject to civil and criminal penalties. It is considered Software piracy, and it is illegal whether you use the copied software yourself, give it away, or sell it. Aiding piracy by providing unauthorized access to software or to serial numbers used to register software can be illegal.

Policies and Procedures for Using I.T. Services

The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner. These policies and procedures have been classified into the following categories:

a. IT Account Services

The Office of IT is providing number of services mentioned below that are personalized to AU staff and students. Accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password.

➤ AU User Account (Academic/Staff members)

AU members, whether full-time or part-time, will automatically create AU user accounts upon being added to the HR system. The account will be generated using one of the following formats:

Option 1: First initial of the first name followed by a period “.” and the last name (e.g., Rayan Hassan’s account would be r.hassan, with the email r.hassan@ajman.ac.ae).

If this format is already in use, the following option will be applied:

Option 2: Full first name followed by a period “.” and the last name (e.g., if r.hassan is taken, Reem Hassan’s account would be reem.hassan, with the email reem.hassan@ajman.ac.ae).

The employee will receive an email with their account details, a one-time password, and instructions on accessing AU services. The password must be reset upon the first login.

An email will be sent to the employee’s personal email with his/her User Account details, including a one-time password and information on accessing AU services. The created password will be used only at the first login, and then the user should reset it.

An email will be sent to the employee’s personal email with his/her User Account details, including a one-time password, and information on how to access AU services. The created password will be used at the first login only, and then the user should reset it. An email will be sent to The Office of HR with the new email information to be linked to the employee’s profile.

Part-timers may request access for each service independently. It will be created temporarily for a period as requested by the line manager, or up to maximum one semester, and then it will be disabled automatically. The HR may request from Helpdesk extending, or reactivating the accounts of the part-time, or the line manager may call Help Desk to reactivate it. However, the Help Desk should contact the HR first to confirm that the user is still working for AU. The staff members may contact the Help Desk to reset the password in case of losing it.

The cancelation process for the fulltime employees will be done automatically when the employee completed the clearance process and his/her status is changed to inactive on the HR System. The email will be disabled one month after the last working day. However, the Office of IT may disable the access to AU’s services before completing the clearance process without notice under the below conditions, when there is a risk of sabotage the data, corrupting, or abusing any of the systems/services:

- The employee has Admin privilege or power user on any of AU systems.
- The employee has been dismissed for ethical reasons.
- The line manager requested to disable the User Account of resigned/dismissed employee.

AU user may use the AU User Account to access the below services:

- AU LAN/WAN Network
- Email
- AU Applications and shared resources.

➤ **AU Student User Account**

All freshmen students should receive by email an identification letter with their User Account/password details and how to use it as soon as they admitted to AU. The user account will be same as the student ID.

The student may use the user account to access all the below AU web services:

- Computer labs.
- Wi-Fi
- Email
- E-Learning Management System (Moodle)
- Online Systems, such as ORS (E-Request) system and Banner Registration system.

The student email remains active as long as the student is enrolled at an academic program. The email will be either transferred to alumni email service after graduation, or will be disabled if the student discontinued.

The Alumni email service is managed by the Alumni Office at AU.

b. Helpdesk and Support

The user should contact the helpdesk to log a request either over the phone or by email, then accordingly, a work order should be queued in the tracking system, and the user request will be processed within a predefined time assigned by the tracking system automatically according to the request priority. The request will be escalated management level in case it is not resolved within the assigned time.

The Help Desk has three levels to handle the user requests:

- **First Level:**

Provides resolutions that often belong to a knowledge base accumulated from previous experiences.

- **Second Level:**

In case the request has not been completed, it will be escalated to the second, higher, level that has the necessary resources to handle more difficult specialized requests.

- **Third Level:**

AU also have a third, higher, level, line of support which often deals with software specific needs, such as updates and bug-fixes that affect the client directly.

The assigned technician should log the case details, and how he/she has resolved it; and then close the order.

The tracking system will send to the user an email automatically upon closing the order informing them that the request has been resolved and the order is closed. Please see the below documents for more details on the Helpdesk (Service Desk) processes:

- How the Helpdesk (Service Desk) manage the Incidents: Please see the Incident Management Policies and Procedures

- How the Helpdesk (Service Desk) manage the problems: Please see the Problem Management Policies and Procedures
- How the Helpdesk (Service Desk) handle the Change request: Please see the Change Management Policies and Procedures.

c. Campus LAN/WAN Network

The IT Network policy and procedures have been developed to provide students, faculty, and staff access to a reliable, robust, and integrated wireless network and to enhance security of the campus wireless network to the maximum extent possible.

- All campus users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Office of IT. Due to the complex nature of wireless technologies, it is imperative that users of the wireless network follow the guidelines and policies outlined in the following.
- All campus network users must register with the Office of IT to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. An employee or Faculty/Office/Unit must register guests and part timers. Guest/ part timer user account shall be issued for a limited period.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.
- Only wireless hubs installed and managed by IT will be allowed for use on the AU wireless network. Students and faculty are not permitted to install their own wireless networking equipment. Offices wishing to implement a wireless network must notify the Office of IT. The Office of IT will survey the site and determine the feasibility of a wireless connection. Only switches pre-evaluated and installed by the Office of IT will be used.
- Wireless should only be used for mobile computing. Any time wired access is available; it should be used for increased performance.
- Any effort to circumvent the security systems designed to prevent unauthorized access to any AT wireless network may result in the suspension of all access to AU network and an appearance before the appropriate disciplinary board.

d. The Internet

Internet is a vast, global network linking computers at universities, high schools, science labs, and many other sites. Using Internet, one can communicate with people all over the world through a number of discussion forums, as well as through electronic mail. In addition, educationally valuable files are available for downloading on Internet. Because of its enormous size, Internet's potential is boundless. However, with such great potential for education also comes some potential for abuse. It is the purpose of the Office of IT to provide guidelines as well as the contract for use of the AU Internet connection. This

is to ensure that all who use the AU Internet connection, both students and faculty, use this valuable resource in an appropriate manner.

The most important prerequisite for someone to receive an account on the AU Internet connection is that he/she take full responsibility for his/her own actions. AU Office of IT, along with the other organizations sponsoring this Internet hookup, will NOT be liable for the actions of anyone connecting to the Internet through this hookup. All users shall assume full liability — legal, financial, or otherwise — for their actions.

Individuals who use the computer facilities of the AU Internet connection must use these resources in an appropriate manner. Misuse of computer facilities is a violation of the AU IT “Acceptable Use Policies” and may also be a violation of the law if data of other computer users are disturbed or the privacy rights of individuals are violated. In addition, AU Office of IT takes no responsibility for any information or materials transferred through the AU Internet connection.

All users of AU Internet connection are therefore required to comply with the following:

- No obscene or offensive material shall be entered into or sent through the AU Internet connection, web sites, whose access is prohibited by ETISALAT in UAE, are also prohibited in the Internet labs.
- Users shall not deliberately attempt to degrade system performance or capability.
- Loopholes in computer systems, knowledge, or special passwords shall not be used to damage a system or file, or to change or remove information in a system or file without authorization.
- Reconfiguring the hardware arrangement by unplugging cables and moving hardware from one workstation to another is absolutely prohibited.
- Online chatting, food, drinks, and smoking is forbidden in the computer lab.
- Only one person at a time can use the lab computer, and No one has the right to reserve a PC for anyone.
- The Student may use the printer in the computer lab, if available, and print up to 20 pages per day any material related to his/her subject of study, under the supervision of a lab supervisor.
- Users have the right to complain about the Internet lab supervisor if you see any abuse of the above rules, complaints are to be submitted to the network manager, the help desk phone 06 - 7056500.

Teaching and Learning Technology

The University aims to provide higher education of a quality and kind that will enhance the capabilities, potential and intellectual independence of its students, on a life-long basis. The University’s continued commitment to respect, preserve and enhance knowledge, skills and competencies, through a student-centered teaching and learning approach demonstrated through integrity and quality in the delivery of quality learning content, an applied research supervision and assessment of student learning outcomes in both the undergraduate and graduate programs.

The University has a number of policies and procedures that govern the use of teaching and learning technology:

- All users of the learning and teaching tools and resources must adhere to the University's Appropriate Use of Campus LAN/WAN Network policy, and IT Security, Governance and Compliances Policies mentioned in this document.
- Delivery and access to copyright materials of teaching and learning, including the Learning Management System (Moodle) and orientation documents, must adhere to guidelines in compliance with Copyright Law in effect in the United Arab Emirates. In addition, all other copyright use must comply with University Policy.
- Ajman University is not responsible for the misuse, accuracy, integrity, and/or legality of the content uploaded to the LMS by its students, staff, or faculty. The University is not responsible for content linked to LMS to external web sites.
- No users of the LMS must use the system for purposes other than teaching learning activities approved by the official university bodies. Only sponsored agencies connected to the University including accrediting agency representatives, presenters, and course observers may be granted access to Moodle with approval from the appropriate channels including academic Chairs and Deans or other University Executives including the Vice Chancellor for Academic Affairs or the Chancellor. The Information Technology Office staff should notify the course owner when any external agent is added to the system.
- Access to the LMS is granted to currently enrolled students, instructors and academic administrators on record for published term courses. Course rosters are generated via official enrollments in Student Information System (SIS). Course owners and administrators should not grant course access to students not listed in the official roster using student email addresses.
- Faculty and staff hosting a course on Moodle shall comply with all the UAE laws and all institutional rules, policies, and procedures in force.
- Illegal content or content that is in violation of the University's policies or contractual agreements shall be removed from a course account, when requested by the instructor of record or other appropriate academic administrator whose duty is to monitor the content continuously.

User Management and Access to LMS

- All users of LMS must access the system through a designated account, which is provided by the AU IT Office, and is the same as the user's University User Account (network username and password).
- The instructor(s) of record (IOR) and students enrolled in a course as listed in SIS will have access to the course site in the LMS.
- Official student enrollments will be managed from SIS including adding new students, student withdrawals, and drops.
- For purposes of program curriculum management and continuous quality control, College Dean and Head of Department may request course access from AU IT Office and will be granted access to courses to review and perform assessment activity including, but not limited to, viewing learning outcomes, course analytics, and usage.
- Faculty may not create courses/sections on behalf of external users and former students and extend system access to said users for the purposes of pursuing activity unrelated to official University business. Any such accounts discovered will be removed by the IT staff.

- Access to the LMS may be disabled or suspended for users who display inappropriate behavior per the University's Acceptable Use Policy and other guiding policies that define appropriate conduct for University employees and students. Students who misuse the LMS will be referred to the Student Affairs Disciplinary Committee.

e. IT Security, Compliance and Governance Security:

To increase the level of security at AU Account (Network and email) and AU System, and minimize the level of attacks of viruses, worms, Trojans and hackers.

Virus Protection:

Viruses and other malware are a constant threat to all computer users. They can be picked up in many different ways. Therefore, the Office of IT applied the below group policy on all AU users and PCs:

- Installed Antivirus and antimalware in all AU's PCs.
- Set policy to push the updates in regular bases.
- Limited the Admin privilege to the Technical team who are responsible of installing software and applications.

Password Policy and Settings:

The Office of IT have implemented the following security measures on passwords:

- **Applied Password Policy and Settings on Network/Email Account**
- **Password Policy**
 - Enforce password history 5 passwords remembered (Password should be different than last 5 used passwords).
 - Maximum password age 120 days (Password should be reset after 120 Days).
 - Minimum password age 0 days.
 - Minimum password length 10 characters.
 - Password must meet complexity requirements Enabled (Password should be complex)
 - Multi-Factor Authentication (MFA) is enabled.
- **Account lockout policy:**

Account lockout policy disables a user's account if an incorrect password is entered for a particular number of times over a specified period. These policy settings help us to prevent attackers from guessing users' passwords, and they decrease the likelihood of successful attacks on our network.

 - Account lockout duration 20 minutes.
 - Account lockout threshold 5 invalid logon attempts (Account will be locked after the 5th invalid attempt)
 - Reset account lockout counter after 20 minutes (the locked account will be unlocked automatically after 20 minutes).

– **Applied Password Policy on Desktop:**

Enable Password Screen saver option after 10 minutes of idle session. This option would force the user if he/she did not use the computer for 10 minutes to re-enter the password. In case another user comes to use the computer, he/she should restart the computer and login with his/her network account.

Compliance and Governance:

The Office of Information Technology (IT) is neither an investigative nor a disciplinary entity in its primary responsibilities. However, in cases where University resources and privileges are abused or otherwise threatened, the office may be asked to take appropriate steps. Immediate revocation of access and subsequent prosecution by the authorities, for example, might be directed. Such revocation may be appealed to the IT committee.

Another example would be to both discipline and hold accountable an individual who damages IT resources. Improper access or modification of AU information in a computer system may also bring a stiff penalty.

Prohibited acts include but are not limited to the following:

- Threats to the security of information and the integrity of networks at AU and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the AU data network without the express approval of the IT & Networks Director.
- When any use of information technology at the University presents an imminent threat to other users or to the University's technology infrastructure, network & systems administrators may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the AU network. Measures taken include virus scanners on the desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the AU systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT staff only.
- Intentional denial of computing service to other users.
- Exploitation of insecure accounts or resources.
- Attempting to guess, crack or otherwise determine another user's password.
- Interception of network transmissions with hardware or software "sniffers".
- Forging of electronic mail or electronic news or otherwise misrepresent themselves or other individuals in any electronic communication.

- System administrators are not to use their access to examine the private information of other users except in the course of resolving problems and where access to such information is necessary. In these cases, IT staff are required to seek permission and oversight.
- IT staff may not transfer resources (hardware, software, documentation, etc.) from designated locations without the explicit permission of their supervisor.
- AU employees or students may not load any software onto their workstations or servers, which has not been purchased or is not free. Software identified as "shareware" should be examined carefully to ensure there is compliance with any licensing requirements. Under no circumstances will software binaries from unknown or illegal sources be placed on workstations or servers.
- Under no circumstances will AU employees or students share account passwords, key combinations, alarm codes, keys, access cards or any other access control mechanism for any University resource or facility with any individual in a manner inconsistent with the policies established by their supervisor. In the absence of such policies, employees must have the explicit permission of their supervisor to share any access mechanism to any office resource.
- IT management reserves the right to audit University owned workstations and servers without warning for verifying software-licensing compliance.
- AU employees or students may not load or install any software that may abuse the bandwidth of AU Network/Internet.
- All computer and network access are denied unless expressly granted. Access is generally granted by the Office of IT in the form of computer and network accounts to registered students, faculty, staff, and others as appropriate for such purposes as research, education (including self-study), or University administration. University accounts are protected by passwords.
- Accounts are assigned to individuals and are not to be shared unless specifically authorized. You, the user, are solely responsible for all functions performed from accounts assigned to you. Anything done through your account may be recorded. It is a violation of University Policy to allow others to use your account. It is a violation to use another person's account, with or without that person's permission.
- The password, used with the account, is the equivalent of an electronic signature for the user. The use of User Account and password authenticates the identity and gives an on-line affirmation the force of a legal document. The user should guard the password and account as he/she would his/her check book and written signature. It is a violation of this Policy to divulge your password to anyone. It is a violation to attempt to learn the password to another person's account, whether the attempt is successful or not.
- The User may not attempt to disguise his/her identity, the identity of your account or the machine that you are using. The user may not attempt to impersonate another person or organization.
- The User may not attempt to monitor other users' data communications; he/she may not infringe the privacy of others' computer files; the user may not read, copy, change, or delete another user's computer files or software without the prior express permission of the owner.
- The User may not engage in actions that interfere with the use by others of any computers and networks. Such conduct includes but is not limited to: the placing of unlawful information on the system, the transmitting of data or programs likely to result in the loss of the recipient's work or

system downtime, the sending of "chain letters" or "broadcast" messages to lists or individuals, any other use that causes congestion of the networks or interferes with the work of others.

- The User may not engage in actions that threaten or intentionally offend others, such as the use of abusive or obscene language in either public or private messages, or the conveying of threats to individuals or institutions by way of AU computers and/or networks.
- The User may not attempt to bypass computer or network security mechanisms without the prior express permission of the owner of that computer or network system. Possession of tools that bypass security or probe security, or of files that may be used as input or output for such tools, shall be considered as the equivalent to such an attempt.
- The User may not alter, copy or translate software licensed to another party. The user may not make available copyrighted materials without the express permission of the copyright holder. Respect for intellectual labor is vital to the academic discourse. Violations of authorial integrity, plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for university sanctions as well as legal prosecution.
- Anyone who does not abide by the rules above will be referred to the university Law Affairs.

To summarize, access to University computing and communications equipment and facilities may be revoked for reasons including, but not limited to:

- Attacking the security of the system;
- Modifying or divulging private information such as file or mail contents of other users without their consent;
- Misusing or abusing Internet/Network by using Internet tools or software that may affect the performance of the Internet/Network;
- Modifying or destroying University data;
- Using the networks/Internet in a manner contrary to the established guidelines;
- Users who are using a different domain other than AU domain.
- Software Piracy

Finally, users may not read sensitive information simply because it is accessible to them - because of accidental exposure and/or through the malice of others who have broken into a system or are misusing their access privileges. When sensitive information is recognized as such, it should not be examined further, but reported to the keeper of the materials, if known, or reported to management, if not.

Use of Technology Resources

The Office of IT is responsible of providing and maintaining the IT technologies used in AU's teaching facilities, Classrooms and Computer labs. Therefore, the Office of IT set the following policy:

- The university ID is to be shown to the computer lab supervisor and the supervisor has the right to check the ID at any time.
- University computer systems shall not be used for commercial purposes without written

authorization of the university's management.

- Files, sign-on, user names, passwords, and computer output belonging to an individual or the institution are considered personal property. Users shall not examine, change, or use another person's files, output, or user names for which they do not have explicit authorization. The same restriction applies to institutional files.
- Students should notify the supervisor if the PC is slow or not working properly; consequently, supervisor is to notify help desk if he/she is unable to resolve the issue.
- Users cannot install any programs from the Internet.
- The lab supervisor is the person in charge of enforcing the Internet lab policy.
- All users must log off when their time is over and/or they have to leave the lab.
- All PCs are managed by IT, including the security settings and Virus Protection policy.
- Any software needs to be installed on computer labs should be reported to Office of IT. The installation shall be processed as the per the request process of the Helpdesk and Support services.
- Anyone who does not abide by the rules above will be referred to the student's affairs.

Maintenance and Replacement of Computing & Network Resources

The policies and procedures of the Office of IT for periodic maintenance, updating, and replacement of computing and network resources are as given below:

1. Periodic Maintenance and Updating:

- 1.1. The Office of IT is responsible for providing support and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. It is also responsible for maintaining and upgrading of IT resources, hardware and software, for IT Network infrastructure and AU Data Center.
- 1.2. In addition to periodic maintenance of computing and network resources provided by the Office of IT, the faculty and staff can contact the Help Desk of Office of IT for any needed maintenance. The Office of IT shall respond to the request and carry out the required maintenance job.
- 1.3. Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk, etc.) can be scheduled during the equipment's life cycle.
- 1.4. For each computing lab:
 - The college shall be responsible of obtaining/replacing the PCs in the computer lab and required software in the lab.

- The Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT of the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. In addition, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester.
- The college shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned college are regularly maintained and upgraded, if needed, to the satisfaction of the faculty members, and students.

2. Periodic Replacement:

In general, computers should be replaced in specific situations where the hardware becomes a barrier to the user. This occurs primarily when the University's standard software suite, or the software required for instruction, service, or research work will not run effectively on the existing hardware. At the same time, it is important to realize that computer replacement is expensive, disruptive and labor intensive for both the end user and the IT staff. Changing computers often requires a migration of data files and ancillary programs from the older units to the new units, and may require relearning software functionality when the computer comes in with newer software versions. Further, adding a new computer with new software versions to an existing office or facility can cause problems when shared files are no longer compatible.

In an effort to balance the need to upgrade with the negative effects of replacement, computer purchasing must be orderly and planned in advance.

The replacement policy outlined here covers all devices used by students, faculty, staff or administrative units.

2.1. Platform and Operating System at AU:

The IT infrastructure at AU is built on Microsoft Technology; therefore, the standard platform and operating systems are as follows:

- Platform:

PC is the standard platform, however, other platforms; such as Apple products, can be supported based on the functional requirements, such as but not limited to; graphic design, video making, and educational purposes.
- Operating System (OS):

Windows is the recommended OS, however, other OS, such as IOS and Linux can be supported based on the job or educational requirements, under the following conditions:

- a) The device will be connected to internet access and deal as Bring Your Own Device (BYOD).

- b) The access to AU intranet applications, if needed, can be provided with limited options

2.2. Computers purchased should be deployed so they equip entire offices or labs during one purchase cycle. Users within definable networks, classes, offices and areas should all be working with hardware and software of the same vintage, except as follows:

- Some office computers will not have the same software requirements as the rest of the office's equipment. For example, a PC may be a single function device used by a University aide where compatibility or efficiency of use is not a major factor. Here, a recycled PC or a PC replaced less often may be more appropriate as long as the presence of this computer on the network does not inhibit network security or functionality. The computer inventory/replacement schedule will document where these ancillary computers are used.
- Computers should be purchased with enough technical capacity to support the user through the entire life cycle. The selection should seek to balance an increased life cycle resulting from purchasing increased capabilities against the initial cost. The standard PC configuration should not be modified external to the review/approval/involvement of the Office of IT.

3. Ownership and Life Cycle of Computer Devices:

- 3.1.** Computers are the property of the University. When a computer is replaced, it becomes available for reassignment to other uses at the University. Recycling plans are identified in the University's replacement schedule and will be managed by central and campus staff.
- 3.2.** The standard life cycle of any computer device is five years, including desktop computers, laptops, Mac devices or iPads. The life cycle of lab servers is determined by the application software and shall be established individually.
- 3.3.** Areas that require technology that is more contemporary may receive new computer devices more often than the standard life cycle. This shall be established in consultation with the college Deans, and identified on the replacement schedule.
- 3.4.** The Office of IT is the authorized level to provide technical feedback on the existing devices or recommendations on any requested device. The recommendations include the specifications, platform, OS, model or brand, which will be primarily based on the user's functional requirements and the use within AU and its IT infrastructure.

According to the above-mentioned Ownership and Life Cycle, the following procedure shall be followed:

- The faculty/ staff member should handover the old device to the Office of IT upon receiving the new one, where the ownership of the old device will return to AU custody.
- Staff members under the category mentioned below are eligible for one desktop/ AIO device, not a laptop, while other categories are eligible for laptops:

- a) Receptionists

- b) Secretaries
- c) Front Desk Staff
- Senior Management, deans, and managers are entitled to request iPad, in case their job requires such device.

4. Damages/Replacement before the device's standard life cycle:

4.1. Replacement of the device before the end of its life cycle:

The Office of IT will check and provide a technical report, and accordingly, the following policy will be applied:

- A. The user will be responsible for any damage due to misuse.
- B. The respective college/ office of the faculty/ staff will be responsible to cover the cost of repair if it is a minor damage (not due to misuse), and the device can be repaired as long as the cost of repair does not exceed 30% of the original cost of the device.
- C. The respective college/ office of the faculty/ staff member will be responsible to order a new device if the damage is not due to misuse and the cost of repair exceeds 30% of the original cost of the device.

4.2. Replacement of faculty member's laptop after three (3) years:

- A. A faculty member sends a request to Office of IT ([helpdesk](#)) to request specifications for the new laptop, with the Ref. No. of the current laptop, and list of needed or used software.

Please note the following:

- Faculty members in college of Engineering and IT, and Graphic Design in college of Mass Communications, are eligible for laptop with higher specifications.
- College Secretary may initiate the request on behalf of the user.
- Office of IT Helpdesk will contact the faculty member to check the purchase date of the current laptop to verify the laptop's lifetime, prepare the status report with recommendations, and then send the report to the faculty member/requester.
- B. The college secretary should proceed with the purchase processes by issuing the budget request and following the procurement cycle.
- C. As soon as the new laptop is delivered, the faculty member should handover the old laptop and collect the new one from the Office of IT.

5. Replacement and recycle after the maximum life cycle of five years:

5.1. Faculty Members:

The college secretaries will prepare lists of all faculty members who are eligible for new replacement laptops and proceed with the applicable procurement cycle. The Office of

Procurement shall verify the eligibility terms and then issue a purchase order after consulting with the Office of IT on the technical specifications.

5.2. Staff Members:

The staff member should contact the Office of IT to check the condition of the device and provide a technical report with recommendations; whether the device needs to be replaced, upgraded, or if it is in a good condition that satisfies the work requirements.

If it is recommended to be replaced, the respective college/ office should proceed with the procurement cycle to purchase the new device.

5.3. The distribution of recycled equipment is to be identified in the replacement schedule and managed by Office of IT and central representatives for their respective inventories.

5.4. For budgeting purposes, computer replacement should be included as an annual, specifically identified line item in the unit's budget.

5.5. Replacement computers are to be purchased on a University-wide basis.

The Office of IT establishes a standard computer configuration for each purchased device. Some installations require additional options. A procedure will be developed in consultation with the Office of Finance and the Office of Procurement to determine the best options to budget and purchase such devices.

5.6. A replacement schedule will be maintained as part of the University's computer inventory.

The inventory/schedule will be maintained through the Office of IT.

5.7. For planning purposes, a computer's projected replacement date should be established when initially acquired.

5.8. Replacement orders will occur within the University's established computer ordering cycles.

5.9. Distribution decisions are made on a University-wide basis in advance of replacement due dates. Upon the installation of a replacement computer, the recycled device is normally returned to the warehouse or campus storage location awaiting redistribution after all new replacement devices are installed.

5.10. Requests for recycled computers should be made to the Office of IT.

5.11. If an additional computer device is needed within an office or college, the unit should first look to acquire a device from stock, of the same vintage as the rest of the unit's equipment. The goal is to keep the entire unit on its initial replacement schedule and all users on the same software versions.

Back up Policy

This policy aims to protect the information assets of AU, and prevent the loss of data in case of an accidental deletion or corruption of data, system failure, or disaster. Furthermore, it will help manage and secure backup and restoration processes and the media employed in the process.

Statement

Data Backup is the responsibility of the Office of I.T. who defined which data/information to be backed up, the Recovery Point Objective, and the Retention time.

All backed-up data/information are stored locally.

This policy applies to the below mentioned servers/systems in the Information Technology Department:

- Oracle Database.
- Library System.
- SIS/ORS Database
- HR.NET Database
- Dynamic AX
- Domain Controller (DC) Servers.
- Windows Servers.
- Archiving System.
- E-Learning System; and
- University Website.

The retention periods of information contained within the system level backups are designed for recoverability and provide a point-in-time snapshot of information; as it existed during the time period defined by system backup policies.

Backup retention periods are in contrast to retention periods defined by the business requirements. System backups are not meant for archiving data for future reference.

Description

Systems will be backed up according to the below schedule:

Data	Backup Type	Time	Location
Banner	Oracle DB Backup	Daily at 23:00	Data Domain
SIS	SQL DB Backup (Full)	Daily at 20:00	Data Domain
		Every 4hours Transaction Log	
Dynamics-AX	SQL DB Backup (Full)	Daily at 20:00	Data Domain
		Every 4hours Transaction Log	
HR-net	SQL DB Backup (Full)	Daily at 22:00	Data Domain
OAS/ ORS	App Data Full	Twice a week (Mon, Fri 20:00)	Data Domain
Library System	App Data Full/ DB	Weekly Thursday, 22:00	Data Domain
DC Servers	Full Backup	Twice a week Mon, Fri 01:00	Data Domain
Windows Servers	Full Backup	Twice a week Mon, Fri 1:00	Data Domain
Archiving System.	SQL DB Backup (Full)	Daily At 16:00	Data Domain
	App Data Full	Twice a week Mon, Fri 2:00	Data Domain
University Website	Database Backup	Daily at 1:00	Data Domain
	Full backup	Daily at 1:00	
E-Learning System	Full backup	Daily 1:00	Data Domain

- Backups will be written to Data Domain Appliance and stored in the Data Center.
- Daily backups will be maintained for 30 days
- Weekly backups will be maintained for a period of three Months.

- Weekly backups of the systems mentioned below will be transferred to an off-campus location and replaced, on Cloud side, through network:
 - Banner
 - SIS
 - MS Dynamic AX
 - HR.NET
- Monthly backups will be maintained for 12 months.
- Avamar System Manager will clean up old backup according to AU Backup Policy.
- Media will be retired and disposed of as described below:
 - Prior to retirement and disposal, IT will ensure that:
 - The media no longer contains active backup images
 - The media's current or former contents cannot be read or recovered by unauthorized party
 - Backups will be verified periodically

On a daily basis, logged information generated from each backup job will be reviewed for the following purposes:

- To check for and correct errors.
- To monitor the duration of the backup job.
- To optimize backup performance where possible.
- The IT will identify problems and take corrective action to reduce any risks associated with failed backups.
- Random test restores will be done once a week, in order to verify that backups have been successful
- The IT will maintain records demonstrating the review of logs and test restores to demonstrate compliance with this policy for auditing purposes.

Data Recovery

In the event of a catastrophic system failure, off-site backed up data will be made available to users within three working days, if the equipment destroyed has been replaced by that time.

In the event of a non-catastrophic system failure or user error, on-site backed up data will be made available to users within one working day.

Restoration Requests

In the event of an accidental deletion or corruption of information, requests for restoration of information will be made.

Responsibilities

- Backups and Data Recovery for the below mentioned systems is done by System team members:

- Banner Oracle Database.
- Library System.
- SIS/ORS Database
- HR.NET Database
- Dynamic AX
- Domain Controller (DC) Servers.
- Windows Servers.
- Archiving System.
- E-Learning System
- University Website

- The Oracle Team members do backups and Data Recovery for the Oracle Database, SIS, ORS and Applications.
- Backups and Data Recovery and support for the E-Learning system are done by an outsource company.

Data Replication to Cloud

A copy of databases is replicated to azure cloud for the below systems weekly at 22:00:

- Banner Oracle Database.
- HR.NET Database
- Dynamic AX

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial Policy	University Central Committee
V 2.0	14/07/2013	New Policy with new regulation and guidelines to cover AU systems and services	Director of IT
V 2.1	03/10/2017	Minor review to back-up, maintenance, internet usage	Director of IT
V 2.2	24/11/2019	Minor Review to Paragraph "Maintenance and Replacement of Computing & Network Resources" – Replacement of faculty member's laptop after 3 years	Director of IT
V 2.3	26/04/2022	Minor changes – E-services and backup schedules	Director of IT
V 2.4	13/06/2023	Minor general updates	Director of IT
V 2.5	21/11/2023	Minor updates on user account of staff members	Director of IT
V 2.6	16/09/2024	Minor updates on user account of academic/staff members	Director of IT
V 2.7	17/01/2025	Minor update on the password policy to enhance the AU cybersecurity.	Director of IT

8. Learning Resource Center



جامعة عجمان
AJMAN UNIVERSITY

Library Policy

Policy Owner	Library Manager	Responsible Office	Library
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose and Scope of Document

- The purpose of this document is to define the policies guiding the development and management of the AU's print, digital and other library collections in the context of AU Library overall mission to support the University's learning and research goals. Within this document collection development and collection management are treated as two distinct activities.
- Through collection development, AU Library aims to support the work of Ajman University by continuing to add to its collections and by providing access to information resources held or hosted elsewhere. Through collection management AU Library aims to make its resources available in the most appropriate and cost-effective way.
- The policy applies to all collections managed by AU Library, whether they are held in the Main Library or in the site libraries managed by the Library across the University.
- The section on Collection Development contains statements defining the University's collection development principles, the nature of its collections, funding mechanisms and budgeting priorities, responsibilities and criteria for the selection of material, including deposits, donations and free materials (see Section 2 of the document).
- The section on Collection Management contains policy statements on acquisition and license agreements, resource discovery and access to the material, stock editing, retention and disposal, conservation, preservation and binding (see Section 3 of the document).
- The document also defines AU Library policies aimed at facilitating access for members of the University to collections held in other libraries across UAE (see Section 4 of the document).
- The document is for the benefit of all members of AU, including students, academics and staff, as well as the public at large. It will be available on AU web site under Library at:
<https://www.ajman.ac.ae/en/academics/library.html>
- The policy will be reviewed, revised as appropriate and presented to University Administration.

Principles

AU Library' collection development policy consists of the following key principles:

- All information resources purchased from the Information Resource Funds are selected by the Colleges in coordination with the Library working closely with academic colleagues in their Colleges.
- Space utilization in the University Library and the balance of space given over to stock, and to service areas and study facilities will be kept under continuous review.
- Appropriate web-based electronic resources are the preferred medium, where they exist, through which to meet learning, teaching and research needs.
- Collection evaluation, stocktaking, withdrawal and disposal of stock will be carried out on a regular basis in consultation with Colleges.
- Library Services will move towards a zero net growth policy for printed collections whenever possible.

- AU Library will work in close collaboration with other information providers and agencies to provide access to remote collections.
- Location of physical collections will be determined by usage. Highest used material will be housed on open access and less used material stored in closed access.
- Library' collection development policy will meet all relevant statutory requirements such as, for example, the Disability Discrimination Act 1995, the Race Relations (Amendment) Act 2000 and the Special Educational Needs and Disability Act 2001.

Budget

AU Library follows the Association of College and Research Libraries (ACRL) Standards published in June 2004. The Library Manager prepares, justifies and administers the library budget that is appropriate to the library's objectives. The budget is planned to meet the reasonable expectations of library users when balanced against other institutional needs. The library utilizes its financial resources efficiently and effectively. The library Manager has the authority to distribute funds and initiate expenditures within the library budget and in accordance with AU's institutional policy. The budget supports appropriate levels of standing. The Library has a separate identifiable annual budget figure. The budget is now fully assigned to the Library. The budget is allocated to the Library with accountability and responsibility vested in the Library Manager who can administer it more efficiently and thus enrich the library's collection and expand its resources.

The Library is engaged in implementing a plan that will lead to a sound fiscal future. It will show the magnitude of responsive services the Library provide to the AU community in relation to level of funding it receives. The plan will also allocate money for library and staff development, which includes but not limited to workshops, conferences, as well as formal and informal training.

Access

AU Library follows the ACRL Standards in that access to library resources is provided online in a timely and orderly fashion. Library collections and the catalog for accessing them are organized according to standards. A central catalog of library resources provides access for multiple concurrent users and clearly indicates all resources. Hours of physical access to the Library are reasonable and convenient for the two-genders and separate users. The hours are printed in this document and posted on its Web site. Reference and other special assistance are available at times when the Library is open. Onsite access to The Library is provided in a timely and orderly fashion. Non-print resources are accessible anytime anywhere. The Library and the catalog for accessing its resources are organized using the AACR2 and the LCC. Online access to the Library's OPAC and e-resources is encouraged. Students as well as faculty are trained on how to access these resources from their labs and offices.

AU Library

AU library is housed in the second floor of Student Hub building and is open to the entire university community.

Information Resources

AU Library purchases materials for ownership and availability within the physical facility. Over the past few years, the library has allocated an increasing percentage of its information resources budget to acquire access to materials it does not own through vendors of electronic resources. Access is provided to AU

community any time regardless of location. Collection assessment is defined as "an organized process for systematically analyzing and describing a library's collection. In the latest assessment study conducted in 2016, AU library examined major aspects pertinent to the collection and the resources.

- The number of books
- The number of periodicals.
- The new acquisitions rate.
- Cancellation rate.

Electronic Resources

AU Library subscribes to several electronic journals and books through online databases such as LexisNexis, Al-Manhal, EBRARY, East Laws, including EBSCO including e-Book Academic Collection, eBook Collection, ERIC, Dentistry and Oral Sciences Source, Green FILE and Library, Information Science and Technology Abstracts and most recently to the full collection of ProQuest Central and Scopus journals. In addition to a set of journals selected from Wiley Online Journals and Elsevier (Science Direct Online Journals) databases relating to disciplines of pharmacy and dentistry. Library users can access these and other databases on the Web by using their assigned user ID and password. AU Library System is no different from other libraries that are allocating significant portions of their book budgets to acquire electronic resources. These may include full-text databases, numeric databases, network access, electronic journals and books, and multimedia resources. The selection process for these materials takes into account factors such as the size of the user group, the relative importance or uniqueness of the, materials, the ease of use and power of the search and retrieval software.

Facilities

AU library houses print and non-print materials (e-resources) and all the different types of hardware needed for their use. AU Library seating capacity and media housing is sufficient. The internal design of AU libraries is flexible and modular to allow for expansion and rearrangement to accommodate the needs and requirements for collection housing and staff distribution throughout the library. Due to the rapid increase in print and electronic collections, AU Library has stalled compact shelving especially for certain types of materials like documents and journals. The AU Libraries' facilities are well planned, attractive and functional. They provide secure and adequate space helpful to study and research with suitable environmental conditions for its services, personnel, resources and collections. The library provides well-planned, secure, and sufficient space to meet the immediate and perceived needs of staff and users.

AU Library's Collection

The library has built a balanced collection covering the entire spectrum of the AU teaching and research. It serves as a resource for students, staff, and faculty. The collection consists of books, references, periodicals, in both Arabic and English. The collection consists of resources in education; engineering sciences; humanities; Arabic language; Law; pharmacology; management; dentistry; computer science; English language etc.

- Books are shelved in a classified order using the library of congress scheme.
- Current journals are alphabetically arranged in the display area.

- Reference collection consists of encyclopedias, dictionaries, handbooks, manual, atlases, bibliographies, biographies, and other sources in all disciplines. This collection is maintained in the reference area.

Services

The library staff is available to assist students and faculty or other individuals or groups on using the library and its resources effectively.

Circulation Services

The circulation desk is responsible for all transactions related with borrowing and returning of books and periodicals, placing materials on reserve, recalling borrowed material, assessing fines et. Borrowing stops 30 minutes before closing time. Faculty members borrow 20 books per semester, postgraduate students borrow 15 books per semester; undergraduate students borrow 10 books per three weeks renewable for another three weeks, AU administrative staff borrow 05 books per 3 weeks renewable for another 3 weeks. Renewals can be done over the phone, online or in person.

Reference Services

Staff at the reference desk on the first floor offers assistance and instruction in the use of library's resources. Readers with bibliographic inquiries are advised to consult reference desk staff who are available during the library opening hours. They can contact in person or by calling or e-mailing the library personnel for necessary assistance.

Photocopying

AU libraries provide photocopying services that governed by Intellectual Property Law Regulations for print materials to all library users.

Security System

The library is equipped with a security system. An electronic RFID security system is in use to prevent the loss of library materials. If an item is taken out of the library without being properly circulated, the exit gate barer will lock and an audible alarm will be triggered. In this insistance, the patron is forced to go back to the circulation desk for proper check out.

Collection Development Principles

AU Library' collection development policy is guided by the following principles

- AU Library provides access to information resources that meet the learning, teaching and research needs of the University community on a cost-effective basis and within the resources available, whether by acquiring physical items (books, periodicals, DVDs, etc.) or securing access to licensed electronic material.
- All information resources are purchased from the Information Resource Fuds. The Colleges and AU Library make the selection – selection processes require a high level of collaboration between the Colleges, their Departments and AU Library.
- Information Resource Funds are designed to be responsive to changes in course contents and research directions as well as to the differing costs of resources in various disciplines.

- AU Library is moving towards a zero net growth policy for printed collections in response to recurrent storage space shortages and to the University's e-learning agenda, which requires that more space be allocated to flexible learning spaces rather than storage areas.
- Web-based electronic resources, when available, are the preferred option because (a) they maximize users' access to collections independently of time and location; (b) they make it possible to ease space issues for printed collections while sustaining the same level of collecting; (c) the level of access to electronic resources provided by the library is becoming as important as the size of its physical holdings.
- Unnecessary duplication of resources must be avoided. (Information Resource Funds cannot be used to purchase materials for locations other than AU Library).
- Collection evaluation, stocktaking and weeding exercises are carried out in a regular basis to ensure that AU Library continues to meet the evolving learning, teaching and research requirements of the Colleges.
- AU Library works in close collaboration with other information providers and agencies to enhance access to remote collections, in particular, via inter-library loan and document delivery services, reciprocal access schemes and collaboratively negotiated license agreements.
- AU Library is committed to intellectual freedom and will not exclude or withdraw from availability any material, as long as it is legal, solely on the grounds of an author's race, nationality, religion, gender, sexual orientation or opinions, nor because of partisan or doctrinal disapproval.
- AU Library collection development policy will meet all relevant statutory requirements such as, for example, the Disability Discrimination Act 1995, the Race Relations (Amendment) Act 2000 and the Special Educational Needs and Disability Act 2001.

Collections and Formats

The collections include both primary and secondary sources of different types (books, periodicals, official publications, pamphlets, theses, datasets, works of art etc.) and in a variety of format (print, digital, computer software, microforms, audio-visual etc.).

Digital resources (born-digital or digitized) include the following:

- Subscription-based resources (e.g. electronic journals) and purchased items (e.g. electronic books, CD-ROMs)
- Material locally created and deposited in the University's digital institutional repositories: e.g. e-prints (research papers etc.), e-theses, past exam papers and e-learning materials;
- Material freely accessible on the Web selected for inclusion in the University's e-Library;

Physical collections are currently located in the following sites: Library (1) and Library (2).

Some material is relegated to store. Criteria for relegation to store are defined in section 3.3 of this document.

Funding and Budgeting Priorities

Information resource funds are now regarded in the University budget model as an institutional budget. They are not therefore part of a college budget and AU Library has been assigned the responsibility of managing them. However, this cannot be achieved effectively in terms of meeting learning, teaching and research needs without working closely with academic colleagues in Colleges and their Departments.

Allocations:

Allocations have been worked out for each Department and college based on the normal percentage increase for journal expenditure and one-year average spend -including spending on books.

Although allocations have been made for journals, this funding is ring fenced and thus subject advisors will be working with academic colleagues to select and recommend for purchase books.

The allocations can be used to purchase books, journal subscriptions and Inter Library Loans.

New journal subscriptions - any requests for new journal subscriptions should be considered on an annual basis in the summer ready for the next year's subscription although exceptions can be made if the situation demands.

College budgets:

Colleges are encouraged to allocate additional funds. Commitments vary from one College to another depending on the perceived additional need by the College and its ability to afford the extra resources required.

Authorization for recommendation purchase:

The Library Representative role is still envisaged to be one of coordinating the recommendation of items for purchase however in the new model subject advisers will have to make the final decision as to whether there is sufficient funding available to actually purchase those recommendations.

We would expect the Library Representative in the Colleges to be empowered to make recommendations for both books and journal subscriptions.

Spending patterns must reflect the University's commitment to ensuring high-quality information provision for both learning and teaching (at undergraduate and postgraduate levels) and research. The balance of expenditure between course and research material will however vary between Colleges, as will the balance of expenditure between books and periodicals. It is recommended, based on benchmarking with comparable research-led institutions, that Information Resource Funds be roughly split between books and periodicals.

While AU Library does not have sufficient funds to provide copies of textbooks or other course-related items for AU students whenever they want, it will consider requests for multiple copies of items to be included in reading lists and made available on Short and Week Loan. Criteria to inform the number of copies to be purchased include the following:

- Number of students on the course;
- Period of time over which the item is required to be read;
- Prominence of the item in relation to others recommended;
- Possibility of using shorter loan periods to accelerate the circulation of the item.

It is recommended that no more than four copies of an individual title be purchased unless the College can demonstrate that there are special circumstances justifying the purchase of a greater number of copies.

Spending on research material is governed by a number of principles:

Only two copies of any single item are bought (unless the item is also intended to be recommended to students as course-related material).

Periodical subscriptions and the move from print to electronic format are reviewed annually.

In the case of items likely to be consulted only once or twice or for only a short period of time, it is recommended that consideration be given to alternatives to purchase (e.g. inter-library loan and document delivery or physical access to other collections in the region or across UAE).

Purchases of resources that are relevant to several Colleges may either be shared between more than one Information Resource Funds or supported from Colleges Funds.

Purchases in fields in which no research is undertaken or planned will not be approved.

Colleges, which plan to embark upon new areas of research, are strongly recommended to cost their new information provision and support requirements in close collaboration with the Library.

Selection responsibilities and criteria

- Final decisions on the purchase and cancellation of all information materials rest with the Manager of AU Library. However, the selection of material relies on a close and dynamic partnership between the Colleges and Academic Support Teams.
- College Library Representatives, Library Committees or Subject Advisors are responsible for selecting resources purchased from the Information Resource Funds. Only recurrent expenditure, such as, for example, journal subscriptions, must be authorized by the Deans of Colleges or Heads of Departments except where a Library Representative has been delegated to do so.
- Responsibility for purchases from the Colleges Funds lies with the designated staff from AU Library' Academic Support Teams. Suggestions from academic colleagues and students are welcome. The University's Procurement Office must be consulted before any order can be placed.
- Selection of material is expected to be made in the light of the collection development principles and funding arrangements described above and according to a number of selection criteria, including:
 - a. *Suitability of content, intellectual level and quality of the scholarship:* the materials selected must be relevant to the teaching and research being currently carried out at the University;
 - b. *Currency of information:* this is especially important in disciplines where information dates rapidly;
 - c. *Suitability of format:* library materials may be acquired in a wide variety of formats; when more than one format is available for the same material (e.g. print and web access, microform or CD- ROM), criteria for choosing which to acquire include:
 - Ease of access and use (including quality of user interface, when relevant, for all users, including users with disabilities);
 - Licensing conditions and authentication method for e-resources;
 - Storage space required;
 - Comparative costs;
 - Ease of reproduction.
- AU Library is moving from print to electronic formats wherever possible. As is the case for all available formats, electronic resources will be preferred when there is a significant gain in terms of accessibility and ease of use in relation to the costs involved. However, there are selection criteria and procedures that are specific to electronic resources, namely:
- Comparing contents to assess whether the electronic version is at least as complete as the print or has enhancements to the print (e.g. hyperlinks to related references, datasets).
- Checking license and copyright conditions, including archiving arrangements, to establish, in particular, whether or not access to back-files will be removed if the subscription is cancelled.
- Examining preservation issues and assessing whether the back-files will be migrated, as and when necessary, to ensure that they continue to be accessible with newer technology.
- Assessing technical and staff-time implications in terms of network infrastructure, workstation requirements and the extent of any IT support and development required.
- It is recommended that evaluation of electronic resources be carried out, whenever possible, during trial access periods.

Deposits

- University regulations stipulate that one bound copy of all AU postgraduate dissertations and theses be deposited in AU Library. It is expected that an increasing number of dissertations and theses will be made available electronically via the University's digital repository.
- It is expected that an increasing number of home-grown digital material, including electronic copies of academic papers produced by staff at AU, will populate the Institutional Repository.

Donations and free materials

Gifts, bequests and deposits are accepted on the understanding that:

- Items that do not fit the collection development criteria described in this document will be returned to the donor, if requested, or, when appropriate, disposed of by gift, sale or discard;
- AU Library retains the right to organize and locate donations according to its own judgement;
- Gifts are acknowledged and donation bookplates may be inserted in items added to stock, if requested.

Collection Management

Acquisitions, procurements and license agreements

- The purchase of information resources in all formats, including access to electronic resources, is managed centrally by AU Library whether the resources are purchased from the Information Resource Funds or from the Colleges Funds.
- All acquisition procedures are automated and carried out on a best value basis within the resources available.
- AU Library shares AU commitment in utilizing e-commerce procedures in order to optimize the efficiency of procurement procedures already in place.
- The selection of suppliers of information resource materials is carried out through the University's purchasing system, regulations and procedures.
- AU Library seeks to take advantage – whenever it is beneficial to the University – of the publishers' deals and national site license agreements that are negotiated by the Joint UAE Libraries Associations on behalf of UAE Libraries.
- License agreements are checked as part of the procurement process, to ensure we can meet all the obligations required of us by the providers, and appropriate levels of access can be made available for users.

Resource discovery and access

- The cataloguing of all information resources acquired is managed centrally by AU Library.
- The catalogue is available to all on a 24 x 7 basis via the University's web site and student portals.
- Remote access to licensed electronic resources is free for all members of the University and is obtained through a system of electronic authentication that is centrally operated by AU IT Services.
- Physical collections, held on open access shelves, can be accessed free by all members of the University from all AU libraries during opening hours. Some material is available for reference only, but most of it can be borrowed on a Short, Week or Long Loan basis.
- Library guides, information skills training, and other types of support are provided by AU Library Public Services to enable users to maximize their use of the resources and services available.

- Access to the physical collections by undergraduates, postgraduates and academic staff who are not members of AU is made possible and regulated by a number of reciprocal access and borrowing schemes to which AU has signed up.

Retention, cancellation and disposal

- Acute shelving and storage space shortages – AU libraries and stores are currently full – combined with the increasing availability of electronic resources and the emphasis placed by universities on the creation of more learning spaces while retaining areas for research work, have led university libraries to rethink their policies relating to the retention of physical collections. The challenge for university research libraries is to contain or even reduce the need for additional shelving and storage space while retaining collecting levels that are appropriate for the support of high-quality teaching and research. This can be achieved by adopting a two-pronged approach:
 - Purchasing materials in electronic rather than physical formats wherever possible.
 - Discarding – rather than relegating to store – all print and other physical materials that have been replaced by reliably archived electronic resources and all print and other physical materials which no longer meet the teaching and research needs of the University.
- Consultation with academic colleagues on items identified for relegation or disposal will be handled by the Library Manager. Academic staff will be invited to examine lists of material identified for cancellation, relegation or disposal, via the Library services web site, and request re-designation of items that are of concern to them.
- Criteria for selecting items for withdrawal include the following:
 - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g. in subjects that have been dropped by the University), unless it can be demonstrated that they are rare or unique items that are not available in legal deposit libraries in UAE or abroad.
 - Print version of high-use electronic journals where access to archives is secure – either via perpetual access arrangements with publishers or other secure archive services.
 - Print version of low-use journals where access to archives may not be secure, but which are available through the document delivery service.
 - Material, which is held in another preferred format.
 - Abstracts and indexing print run available electronically and where these are available in perpetuity.
 - All duplicates except duplicates of titles listed in current reading lists.
 - Single and duplicate copies of old and superseded texts, including textbooks and reference sources, unless it can be demonstrated that they have some historical value.
 - Low-use items in poor physical condition that are available in other libraries.
 - Non-print resources such as 35mm slides and videos will be considered for withdrawal where the library is no longer able to provide or support the facilities for accessing it. Where possible, superseded media will be replaced by more modern formats.
 - Stock may be disposed of by transfer to another library within the context of collaborative collection management agreements.
 - Stock may also be disposed of by sale, gift or discard.
 - Material being considered for withdrawal will be assessed by Specialized Librarians as to its long-term historical value before any other decision is made about its future. Criteria for

selection for permanent retention are based upon subject area, rarity of copy and relationship to current Collections development areas.

- Criteria for selecting items for relegation to store include the following:
 - Print version of high-use electronic journals where access to archives is not secure.
 - Low-use books and other physical items – except low-use journals that can be accessed via document delivery service or consulted in other libraries – for which there is no shelving space available in the open-access areas of AU libraries.
 - Material that is not part of AU Library Collections but needs to be kept in closed access for security or preservation purposes (e.g. AU theses; old pamphlets).
 - Single copies of old and superseded texts, including textbooks and reference sources, when it can be demonstrated that they have some historical value.
 - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g. in subjects that have been dropped by the University), when it can be demonstrated that they are rare or unique items, which are not available in legal deposit libraries in UAE or abroad.
- AU Library aims to comply with recognized professional conservation standards for all physical collections. In the case of digital preservation – i.e. the storage, maintenance and accessibility of digital material over the long-term – it will seek to conform to international standards as they are agreed by the information community and to devise appropriate techniques in collaboration with other information providers in the light of the latest developments taking place in UAE and worldwide.
- Binding will take place only for high-use material, in particular journals, when no electronic version is available and for low-use material that is rare or unique. High-use journals relegated to store because the electronic archives are not secure will not be bound. A detailed binding policy is in the process of being developed.
- Digitization will also be used, as and when appropriate, to resolve conservation and preservation issues, either as a response to specific events or within the context of a broader conservation strategy.
- High-use items missing from stock or physically unsuitable for further use will be replaced.
- AU Library is acquiring a security system in place to protect stock from theft and a disaster plan in case of major emergencies, for instance, resulting from fire or flood.

Access to remote collections

Document supply and inter-library loans

- Research material unlikely to be used more than once or twice will not be purchased but obtained through the Document Supply and Inter-Library Loan service, which will be available to all members of the University.
- Funding for document supply and inter-library loan can be from two sources, Colleges being authorized to purchase vouchers using either their Information Resource Funds or their own College Funds. Authorization of document supply and inter-library loan applications is the responsibility of each College or Department for its own staff and students. Individuals can pay the cost of vouchers themselves.
- For items, which are not in stock a license, may be agreed with the publisher to make a document available in electronic form via the University's network for a specified timescale. The College concerned will meet cost for this.

Physical access to other libraries

Access to physical collections held in other institutions is made possible and regulated by a number of reciprocal access and borrowing schemes to which AU has signed up.

AU Library Working Hours

Day	Library 1 (Men)		Library 2 (Women)	
Time	From	To	From	To
Sunday	07:30	20:00	07:30	20:00
Monday	07:30	20:00	07:30	20:00
Tuesday	07:30	20:00	07:30	20:00
Wednesday	07:30	20:00	07:30	20:00
Thursday	07:30	20:00	07:30	20:00

During exams period and upon users request AU libraries are open on weekends according to the following timetable:

Day	Library 1 (Men)		Library 2 (Women)	
Time	From	To	From	To.
Friday	15:00	21:00	15:00	21:00
Saturday	09:00	15:00	09:00	15:00

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Council of Research, Information and Training
V 2.0	19/03/2017	New Policy - Total modification of policy structure and content	Library Manager
V 3.0	18/02/2021	Minor Changes – Updated database information and library working hours	Library Manager
V 3.1	07/03/2024	The policy has been renewed without changes.	Library Manager

9. Fiscal Resources, Financial Management and Budgeting



جامعة عجمان
AJMAN UNIVERSITY

Financial Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

The primary purpose of the Financial Policy is to establish financial rules and procedures to guide the Ajman University community and set financial standards, to enable efficient management of all financial and physical resources to accomplish the University's mission. This policy applies to the whole University community.

Statement

This policy serves as a guideline pertaining to proper recognition of revenues and expenditures, making sure that all transactions complying with financial accounting standards, leading to highest accuracy levels of income measurement, proper evaluation of financial assets and liabilities, as well as maintaining an efficient internal control system. AU's Chancellor has overall responsibility for approving and controlling expenditure.

Revenues

Tuition and registration fees of the University are recognized based on the year of semesters and on the date of registration. Tuition fees received in advance during the previous year are recorded as income in the current year (accrual basis). Tuition fees received in advance are refunded to students who withdraw from the University during the semesters in accordance with the University's internal policies.

Receipting and Deposits

- All monies (cash and cheques) received by cashiers are to be deposited by next working day into the University's bank account. Such deposits must be accompanied with a bank deposit slip.
- Each cashier prepares a report, detailing the receipt vouchers issued during the day, including amounts, types of collection, and other relevant details, and finally submitted to the Main Cashier, prepares a Daily Cash Receipt Report.
- For the cheques, the Incharge of Cash section will prepare a bank deposit slip in duplicate copies by the end of the day. The relevant particulars will be recorded on the bank deposit slip.
- For cash deposits, the cash section in-charge will utilize the Ajman Bank cash deposit machines located in their office. Once the cash deposit is deposited in the machine, a slip is generated and the funds are reflected in the university's bank account statement.
- Once the cash in the machine reaches a certain level, it will then be taken to the bank through Money Transport Company along with a slip containing the count and type of notes and the total amount.

- The Main accounts section will reconcile the total amount of cash deposited into the bank with the total of the receipts for the day to ensure prompt banking.
- The deposit should be prepared by a person other than the person collecting the cash.
- A person (other than the person preparing the deposit) should review the deposit and agree the official University cash receipt to the deposit back-up documents.
- Bank Statements should be reconciled with the University's statements to ensure all transactions are accounted properly.

Expenditures

a. Overview

For simplicity of presentation and to facilitate easier understanding of the accounting procedures connected with expenses and purchases to be followed, this has been divided into three main categories:

- Expenses for which payments are made in advance (prepaid expenses), such as rent, that will be recognized later.
- Expenses, which are recognized periodically, such as payroll, utilities, and professional/audit fees.
- Other expenses, which are recognized and paid when invoices are received, such as Printing, Stationery, Travel and Transportation expenses.

All expenses of any of the above-mentioned expense types shall be initially approved by the office of budget prior to commitment with any external party on future payments, either through issuance of LPO or entering into contract. Approval or rejection of the requisitions submitted to the office of budget shall be based on the annual approved budget limits of the concerned office/college.

b. Prepaid Expenses

The Main accounts section will receive the supporting documents pertaining to prepaid expenses such as: Tenancy contract, Agreements, and Requests for payments, after being approved by Office of budget.

A bank payment voucher will be prepared based on these documents, which will be sent to the Director of Finance for approval. The agreements and contracts will be electronically stored in the system by the Main accounts section.

Based on the approved voucher, the Main accounts section will update the Prepaid Expenses Register that will include the payee name, nature of payment, amount prepaid and period of payment.

At the end of each month, a journal voucher will be prepared to pass entries for charging that month with the relevant amount of each item of prepaid expense. The amount to be charged will normally be the proportionate amount determined by spreading the charge equally over the months covered by the contract.

The Main accounts section will periodically review the adequacy of the monthly absorption of prepaid expenses. If the charge is found to be incorrect, suitable amendments will be made to the basis of quantifying the amount for future absorption.

c. Accrued Expenses

The Main accounts section will accrue for the value of all expenses for which the benefit has passed to the University but the invoices from the supplier/party has not been received by the end of the month.

Examples of such expenditures for which accrual entries shall be passed include printing and stationery materials, standard fixed utility expenses like electricity, water and telephone, payroll, end-of-service benefits and auditing fees.

The accrual entry shall be passed through journal voucher. The basis of quantifying these expenses will be either the past expenditure or estimates from previous invoices.

The Main accounts section will prepare a schedule of accruals, which will be sent to the Director of Finance for approval. After obtaining the Director of Finance's approval and incorporating any changes, a journal voucher will be raised and posted to record the accruals.

At the beginning of the next accounting period, the accrual entry will be reversed upon receiving the invoices/supporting documents, and properly accounted for the concerned supplier/ party throughout creation of a credit note to be attached to the documents then filed serially.

d. Other Expenses

- Expenses will be requisitioned through a Purchase Requisition in the system. This Purchase Requisition will be completed by any staff member and signed by the Office Manager/College Dean. The Purchase Requisition will indicate the items/service required and justification for the proposed expenditure.
- The Purchase Requisition will be first passed to the Office of budget for approval according to the available budget limit, and if approved, it will be passed to the Office of Procurement for execution. As a final approval authority prior to issuance of an LPO by the Office of Procurement, the Chief Operating Officer who will review it and ask for further clarifications and/or justifications regarding the expenditure shall further approve the requisition. The Director of Finance's final decision will result in any of the following situations:
- One of the main criteria for sanctioning or rejecting proposed expenditures is the non-availability of budgeted funds. If the available budget limit is insufficient, the Office of budget will reject the proposed expenditure prior to being received by the Stores (if available in stores) or the Office of Procurement (if not available in stores and needs to be purchased). In case the requisition is of high necessity and critical for running the operations, it should be approved by higher management based on recommendation from the Budget Committee, then it can be processed.
- Expenditures that have not been approved will be considered at either a later date or the following period when budgeted funds are available.

Petty Cash

- A petty cash float, as approved by the Director of Finance will be maintained on an imprest basis to be used for direct purchases or for routine and repetitive payments.

The payments should not exceed AED 1,000 per invoice unless approved by the appropriate authority.

- The issue of float will be recorded through a bank payment voucher. The balance will be transferred to the petty cash holder's prepaid card.
- The petty cash holder will prepare a Petty Cash Purchase Requisition (PCPR) based on relevant supporting documents (invoices).
- The PCPR together with the relevant supporting documents will be forwarded to the Office of Budget for approval, and then to the Main Accounts section for approval and processing.
- The approved PCPR with its supporting documents will be considered for preparation of payment to the petty cash holder's prepaid card. The PCPR and the supporting documents will be validated by an Accounts Payable accountant, and then be posted to relevant accounts.
- The PCPR will be attached to the journal voucher generated by the Accounts Payable accountant for the petty cash expenses along with the invoices and the supporting documents.
- Reimbursement of imprest petty cash will be made through a Bank Payment Voucher (BPV) raised by the Main Accounts section to the petty cash holder's prepaid card.

Bank Payments

- The specific procedures relating to invoice processing and payment to creditors for expenses and goods/services are described in the "Expenses" section.
- The Main Accounts section will prepare a Bank Payment Voucher (BPV) based on the relevant invoice or supporting documents.
- The BPV together with the relevant supporting documents will be checked to ensure that:
 - The invoice and supporting documents have been approved;
 - Payment is being made to the right beneficiary for the correct amount;
 - The account codes are correct.
- The Main accounts section will prepare a cheque or transfer letter or online payment requests based on the approved BPV in favor of the beneficiary for the requisite amount. The cheque or transfer letter or online payment requests and BPV details will be sent to the authorized signatories.
- The cheque will be handed over for delivery to the beneficiary directly after obtaining his signature (confirmation of receiving the Cheque) either on the Cheque Payment Voucher or through the courier.
- Based on the BPV and issued Cheque, the voucher will be posted and an automated accounting entry is affected to related accounts.
- The Cheque Payment Voucher (CPV) will be filed serially along with the supporting documents. Where a CPV is cancelled for any reason, it will be marked "Cancelled". In the related accounts, the word "Cancelled" will be entered against the transactions.

Bank Reconciliation Statements

Bank reconciliation statements to be prepared every month by the preparer, are to be checked, signed by the Chief Accountant, and approved by the Director of Finance. Any long outstanding or non-moving balances are to be brought to management's attention.

The following are the steps in its preparation:

- The outstanding balances in the previous month's reconciliation to be cleared, if any balance is not cleared it need to be enquired and reported to the chief accountant for further action.
- All transactions of current month to be agreed between the books and bank statement.
- The reconciling items to be listed and the statement of reconciliation to be prepared.
- Any non-receipt of statements should be followed up and properly documented.
- Delay or no response cases should be reported to management for further action.
- Separate file to be maintained for each bank.
- Statements should be obtained by at least the 10th of the subsequent month or where possible online.
- Once the reconciliation statement is prepared it should be checked and approved by the Chief Accountant.

Accounting Reports

The Accounting System Manual deals with various reports and registers to be prepared and their purpose and distribution. Generally, they are grouped as Accounting Reports/Registers.

The following reports should be prepared:

1. Monthly Trial Balance

- The Trial Balance summarizes and prints the total movements in each General Ledger Account during the month. The General Ledger Accounts are segregated into the following categories on the trial balance:
 - Revenues
 - Expenses
 - Assets
 - Liabilities
 - Capital
- The Chief Accountant will review the trial balance for any unusual movements, investigate any such items, and make corrections, if necessary, by way of Journal Entries.
- Having carried out his review and having satisfied him/herself as to the accuracy of the figures reported on the trial balance, the Chief Accountant should sign the trial

balance. The trial balance will then be submitted to the Director of Finance for approval.

2. Quarterly Financial Statements

- The most important reports to be generated each quarter are the Quarterly final statements.
- After checking the trial balance, the Chief Accountant will prepare the Quarterly Balance Sheet and Profit and Loss Statement.
- After preparing the financial statements, the Chief Accountant will check the figures with the trial balance and then submit it to the Director of Finance for review.
- The Director of Finance will then review the financial statements and make any necessary comments.
- Then the Director of Finance will sign off on the financials and forward them to the COO.

3. Debtors and Creditors Age Analysis Reports

- Debtors Age Analysis Report

This report is one of the crucial reports for control of debtors. In this report, the balance in any Debtor's Account is analyzed by aging the balances into various categories i.e. 1-30 days, 30-60 days, 60-90 days, over 90 days.

4. Creditors Age Analysis Report

It is always necessary to keep track of the payables and settle their dues to the creditors on time. It will improve the trade relations and the market credibility or reputation. Hence, this report is generated at the end of every month to identify the dues payable and to help mobilize funds as per the credit terms. It also helps in cash budgeting and projecting cash flows.

5. Accounting Register

Other accounting registers which are important like: Inventory ledger, Property, plant and equipment register.

Vat Filing

- The return has to be made along with the required payments before 28th of next month for every quarters ending 30th June, 30th September, 31st December and 31st March.
- The return has to be done after posting all the necessary vouchers for the students and suppliers.
- After posting all the vouchers, input VAT apportionment to be done to allocate the residual VAT to recoverable and non-recoverable sections.
- For the output VAT, it is required to calculate the VAT on the credit balances in the student accounts for the advances received.

- After the input apportionment and the posting of all vouchers related to the output VAT, the return file has to be prepared and the invoice and transfer letter need to be created in the FTA vendor account.
- Once it is reviewed and approved by all the concerned parties, the transfer letter is sent to the bank.
- The filing is done as per the approved VAT return file in the FTA portal before 28th of next month after the VAT period.
- Once the VAT year is completed, at the end of the next quarter, annual washup calculation and the input apportionment to be done.
- The detailed steps in the VAT filing process is included in the AU VAT manual.

Distribution of financial reports

Financial reports are distributed quarterly to the following official:

- Chief Operating Officer (COO),
- College Deans to show the profitability of their operations,

External bodies as per the requirements of the relevant regulations and bodies.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	24/10/2010	Initial Policy	Vice President for Administrative and Financial Affairs
V 1.1	20/09/2012	Policy reread - no changes	Financial Controller
V 1.2	16/07/2017	Minor changes – Petty cash, approvals	Chief Operating Officer
V 1.3	10/06/2021	Minor changes- Vat filing	Director of Finance
V 1.4	02/08/2024	Minor changes	Finance Manager, Chief Accountant

Cash Management Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Purpose

This policy aims to ensure the effective management and safeguarding of Ajman University's cash resources, by outlining procedures for cash collection, depositing, reconciliation, and secure handling to minimize risk and secure and optimize the use of funds.

Definition for Accepted Currencies

- A. The accepted currencies by the University are:
 - 1) AED, in most cases through KIOSK Machines.
 - 2) GCC currencies.
 - 3) U.S Dollar (USD)
- B. Foreign currency exchange rates: The Office of Finance will define the fixed exchange rate for each currency. Rates are defined as per the daily market rate.

Statement

AU follows certain policies and procedures to govern the process of collection and depositing it into bank accounts, in a way that minimizes the risks and increases AU's ability to use its own cash resources to meet the daily spending requirements while keeping bank borrowings at minimum.

Collections from Students/ Clients

- A. The following methods of payments are accepted by the University:
 - 1) Online payments.
 - 2) Cash payments
 - 3) Current dated cheque payments.
 - 4) Post-dated cheque payments.
 - 5) Card payments.
 - 6) Wire transfers/ direct bank deposits.
 - 7) Payments made through the KIOSK.
 - 8) Deposits through Exchanges
- B. The following points related to cheques, bank transfers and deposits shall be considered:
 - 1) Payments by cheques must be in local currency and the cheque to be drawn on a local bank.
 - 2) Payments by postdated cheques should comply with AU internal policy, and this is usually subject to prior approval, based on the cheque collection history of the student/ client.
 - 3) Payments received through wire transfers/ direct deposits shall be credited to beneficiary's account after checking the bank statement to ensure receiving the amount into the bank account.

Bank Remittance

- A. The daily collected funds shall be transferred to the bank in following business day. This is usually done through a third-party money transfer company or Bank's cash deposit machine installed in AU Head/ Senior Officer of Teller Operations' office.
- B. In some periods of high collections (i.e. during registration), the Office of Finance shall coordinate with the bank to collect the cash balances from the University by the end of the business day to avoid keeping large cash balances on campus

Receipts Prior to Deposit

- a) Any undeposited cash or cheques should be maintained in a secure fireproof safe, cabinet or lock box.
- b) Access to these cash balances and cheques should be limited to the authorized persons.
- c) Postdated cheques should be handled the same way as cash amounts.
- d) Payments from the imprest funds should be segregated from the collected amounts.
- e) The cash safe has two keys; one of them is kept with the Head/ Senior Officer of Teller Operations, and the other with the Director of Finance. A duplicate set of the keys should be stored in the safe custody of the Director of Finance.
- f) Theft and fire insurance should be purchased for the cash in the safe and in transit. A fidelity insurance cover for the persons involved should also be obtained.
- g) The safe should be locked at the end of the business day and whenever the Head/ Senior Officer of Teller Operations is not available.

Receipts Deposits

Collected funds must be deposited on a regular basis into the bank account and within the specified time frame outlined below.

- a) All receipts (cheques/cash) should be deposited into the University's bank account not later than the next business day.
- b) The funds shall be given to an external security/ money transfer agency to deposit into the bank account.
- c) The cash, cheques and the bank deposit slips shall be taken to the bank. The original slip will be kept by the bank and they shall return the duplicate duly acknowledged and attached to the relevant Remittance Voucher.
- d) To ensure accurate and timely deposits, the Office of Finance shall reconcile the total amount of the cash or cheques deposited into the bank with the total amount of receipts for the day.

Reconciliation of Receipts and Deposits

- a) At the end of every month, after reconciling the bank statement with the general ledger, a bank reconciliation report must be prepared.
- b) If any shortage/excess amounts are discovered during the reconciliation process, the discrepancy should be investigated. If the money is to be recovered from the staff, they should reimburse the

shortage promptly. If prompt reimbursement is not possible, the shortage should be debited to the staff's personal account and then reclaimed from the salary or other amounts due to the staff.

- c) The "cancelled" stamp shall be applied to all cancelled copies of Receipt Vouchers (RVs), and missing sequence numbers will be investigated.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	Vice President for Administrative and Financial Affairs
V 1.1	20/09/2012	Policy revisited - no changes	Financial Controller
V 1.2	16/07/2017	Policy revisited - no changes	Chief Operating Officer
V 1.3	10/06/2021	Policy revisited - with minor updates	Director of Finance
V 1.4	08/07/2021	Policy revisited - with minor updates	Office of the COO
V 1.5	03/10/2024	Policy revisited - with minor updates	Office of Finance

Procurement and Stores Policy and Procedures

Policy Owner	Procurement Manager	Responsible Office	Office of Procurement
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Purpose

This policy and the relevant procedures are stipulated to guide the AU Community in all its procurement activities.

Scope

This policy applies to all AU Colleges and Offices with regard to processing their procurement and stores requirements.

Definitions

Wherever they appear in this policy, the following words and phrases shall have the following denotations unless the context indicates otherwise:

- a) **Office of Procurement:** The organizational unit that carries out the tasks related to procurement and stores.
- b) **Delegation of Authority Guide:** The set of rules and regulations that govern the delegation of authority regarding financial and non-financial matters or equivalent.
- c) **Policy:** The rules and provisions provided for in this policy which are in line with the University's Strategic Plan.
- d) **Methods:** The rules or principles relating to a specific activity that distinguishes it from other activities, as well as the means and technologies in place that could be used to facilitate work.
- e) **Procedures:** The instructions and detailed steps which must be followed in implementing the contracts.
- f) **Supplier:** The external party which supplies various types of material that the University needs.
- g) **Contractor:** The natural or legal person who provides all services needed by the University or carries out works for the University, including the delivery of material deemed as part of the scope of work.
- h) **Requester:** The designated person from College or Office who is responsible for initiating purchase requests.
- i) **Contract:** A legal document which establishes a mutually binding relationship between the University and a supplier or a contractor regarding the provision of services or execution of works or the supply of material and goods.
- j) **Contract Value:** The original value of the contract added to it the value of all variation orders, if any.
- k) **Variation Order:** Any change order relating to any paragraph or article or provision or condition provided for in the contract issued by the Office of Procurement or a legally competent entity authorized thereof.
- l) **Purchase Order:** An agreement between the University and a supplier to deliver goods, material or services that explicitly specifies financial limit, payment terms and method, and delivery time, issued directly by the Office of Procurement.

- m) **Price Agreement:** A specific formula for concluding contracts with suppliers to procure and deliver material or services over a specified period of time with a view to facilitating the procurement procedures.
- n) **Direct Purchase:** A method of purchase under which the contractual process is conducted directly by approaching a single supplier or contractor without a need for contacting various suppliers to request quotations; such a method depends on the Office of Procurement's experience and knowledge of the market circumstances, with the end result of obtaining best prices.
- o) **Practice Purchase:** The method of procurement under which the process of procuring material and services is conducted by requesting quotations from registered and approved suppliers via electronic means or sealed envelopes. Following a screening and evaluation process, the most technically viable and financially cost-effective quote shall be selected, with full observance of the University's best interest and the achievement of value for money for it. However, in doing so, the selection of suppliers shall be based on clear-cut criteria that are consistent with this policy.
- p) **Procurement through Competitive Bidding:** The method of procurement under which the process of procuring goods and services as per certain specifications involves inviting offers electronically or in sealed envelopes from various suppliers. The envelopes are opened by the Procurement Committee. The supplier who offers the best bid technically and financially is selected, with due care given to the requirements of the requisitioning unit. There are two types of competitive bidding: public tender and restricted tender.
- q) **Public Tender:** The tender notice is advertised on newspapers, magazines or other online media outlets to give an opportunity to all interested suppliers to submit their bids to deliver the required goods as per the terms and conditions laid down by the Office of Procurement.
- r) **Restricted Tendering:** A specified number of registered suppliers and contractors are pre-selected by the Office of Procurement and invited to bid for the supply of the required goods as per the terms and conditions laid down by the Office of Procurement.
- s) **Request for Quotations:** A written request or invitation (unless impracticable) sent to registered suppliers and contractors to obtain price quotations from them to purchase goods with certain known and standard specifications, or to provide services or execute works whereby the price constitutes the main factor upon which the offer is accepted and the purchase order is issued and the contract or price agreement are concluded.
- t) **Invitation to Bid:** A written request/invitation advertised on newspapers, magazines, Ajman University portal, other online media outlets (in the cases of public tendering) or sent directly to a number of preselected suppliers or contractors (in case of restricted tendering) asking them to submit itemized quotations to purchase specified goods, provide services or execute works.
- u) **Price Quotation/Bid:** A document issued by the supplier or contractor upon request from the University to submit a price quotation or an invitation to bid issued by the University. The document shall contain the specifications of goods, services and works submitted by the supplier or contractor, including the prices and conditions of sale, delivery and payment.
- v) **Task Order:** An order issued for the performance of specific services. It is used to obtain some simple services and do non-jobs. Payment for these orders is settled once the task is completed.
- w) **Bidders List:** The list of suppliers and contractors.
- x) **Single Source:** An exclusive agent or sole distributor of a commodity or service which is not available by any other supplier as proved by the experience of the requester and verified by Office of Procurement thereof.
- y) **Bid Bond:** A bank guarantee submitted along with the price quotations to assure serious participation in the tender.

- z) **Advance Payment Bond:** A bank guarantee offered by suppliers if an advance payment is requested before supplying material or starting the execution of works.
- aa) **Performance Bond:** Is a bank guarantee that is provided by the contractor to ensure the good performance of the contract and its implementation in accordance with its terms and conditions.
- bb) **Auction:** A method of selling or letting fixed assets, equipment, damaged or depreciated material and other similar items by means of bids submitted in sealed envelopes or public offers made in an auction.
- cc) **Store:** The place designated for keeping the items classified as "stock Items" and "disposal items". A main central store may be established along with other minor stores, if needed, which are supplied from the main store. Minor stores, though, may receive purchased material directly. However, all purchases shall be carried out by the authorized bodies and in accordance with applicable regulations.
- dd) **Storekeeper:** The officer who manages and supervises the stores or the administrative unit in charge. The main responsibilities include organizing the items cycle regarding receipt, inspection, stocking, issuing, returning and relocating. The Storekeeper shall carry out the activities of this cycle and control it.
- ee) **Stock Items:** Items which are classified as "stock items" as per the provisions of this policy are kept in stores until the need arise for them in the future. Stock items are purchased upon the request of the storekeeper as per the applicable procedures.
- ff) **Disposal Items:** These are the equipment, damaged or depreciated material which are identified for sale in an auction or any other method following the approval of the inspection committee.
- gg) **Non-Stock Items:** All items that are not classified as "Stock Items". Their value is not included in the stores accounts books. They are received from the supplier by the stores' staff and delivered to the requisitioning unit at the University.
- hh) **Store's Inventory:** The quantity and value of all of the material kept in stock. The inventory increases in quantity and value as a result of stock items purchases, returned items or items relocated from other stores. The inventory decreases in quantity and value as a result of stock items being issued for consumption or items returned to suppliers or relocated to other stores.

Statement

This policy covers all the activities of the Office of Procurement, defines its role and related committees, and guides the process of developing and formulating the rules and regulations that govern all aspects of the procurement processes at the University. It sets the framework according to which procurement processes are conducted with a view to thresholds, which specify how different levels of expenditures are to be treated, and must be adhered to. The disaggregation of similar requirements, for the sole purpose of avoiding a higher purchase threshold, is not permitted.

The overall objective of the University's procurement activity is to obtain the best value for money in the area that it covers, while considering the social and environmental factors. This is to be achieved by obtaining the goods, services and works required in support of delivering the AU strategic objectives with the appropriate quality and at the most economically advantageous terms reasonably available to the University. This policy aims to help achieve broad goals and to comply with them is therefore crucial.

Deans, directors, managers and unit heads are required to familiarize themselves with the policy and procedures, and adhere to them. This policy and its procedures must be read and acted upon in conjunction with the University's financial regulations.

Procedures

- a. The provisions of this policy shall apply to all purchases made by the University's colleges and its various administrative offices. None of these entities shall be exempted from the application of the provisions of this policy.
- b. This policy covers contracts, methods and procedures applicable to purchases, receipt of material, service contracts and work execution contracts whatever they might be.
- c. The provisions of this policy shall not apply to the following:
 1. The overhead expenses which are a form of expenditure that do not have a standard technical description (a scope of work). For example, the cost of water, electricity, telephone lines, newspapers' and general magazines' subscriptions, advertisements, subscriptions with professional and non-professional entities; conferences and exhibition subscription fees, academic accreditation expenses, petty cash expenses, purchase of air tickets, hotel reservations and rental of buildings as well as other similar general administrative costs which are not subject to standard specifications and where the prices are fixed and there's no room for negotiation.
 2. Consultancy services, which are usually not standard in nature due to reliance on the reputation, knowledge, expertise and professional profile of the consultant, whether a company or an individual.
 3. Contracts and agreements between the University and government bodies.
 4. Any contracts and agreements between the University and any other body that does not require payment to procure services or goods.
- d. The following provisions shall apply to insurance contracts:
 1. The insurance contracts for the University's assets against fire, damage, theft and other risks shall be subject to the provisions of this policy.
 2. Regarding the insurance contracts for works and services during the period of execution and maintenance against risks of fire, damage, theft and other risks, the suppliers and contractors dealing with the University shall comply with the contractual terms and conditions which are consistent with the provisions of this policy.

Financial Terms

A. Allocated Budget

The following rules shall be observed:

1. No contracts shall be concluded to procure material, services or projects unless they have approved funds specifically allocated to them as part of the University's annual approved budget. In case of contracts extending beyond the fiscal year in which those contracts are entered into, necessary measures shall be taken to allocate funds for them in the subsequent fiscal year's budget.
2. Should the value of the required works exceed the funds allocated for a college or an office, the matter shall be referred to the Office of Budget and Planning to find the appropriate solution or conduct necessary reallocation of funds between budget line items in accordance with applicable policies and procedures

B. Approval Authority Limit for Purchase Orders and Purchase Requests

1. The Procurement Committee shall look into orders above AED 100,000 through committee meeting followed by recommendations concluded in minutes of meeting signed by the committee members.
2. The signed minutes of meeting shall be then approved by the Chief Operating Officer (COO).
3. Purchase orders, contracts or agreements shall be authorized as per the following:

Table 5 Purchase Approval Matrix

Amount (in AED)		Approval Level
From	To	
1,000,000	No upper ceiling	Procurement Committee, COO and the Chancellor
100,000	999,999	Procurement Committee and the COO
1,000	99,999	Procurement Manager

C. Forms of Contracts and Orders

1. Any exemptions from the approved standard contractual terms and conditions shall only be made with the approval of the Office of Procurement in coordination with the legal advisor related to the legal parts of the contract, and that shall be at the most minimal level.
2. Contractual terms and conditions and standard criteria shall protect the interests of the University, provided that they are realistic, balanced and observant of the relevant laws.
3. Contractual prices and conditions provided for in the services contracts, price agreements and purchase orders shall be adhered to; prices shall be fixed and itemized whenever possible.
4. In coordination with the requisitioner, the Office of Procurement shall select the appropriate service contract form taking the following into account:
 - a. Realistic estimation of the contract value and its term
 - b. Competitiveness
 - c. Performance risks
 - d. Level of complexity of the required works
 - e. Adequacy and completeness of the listed specifications and the scope of work
 - f. Possibility of variations
 - g. Past experience
 - h. Urgent and pressing requirements

D. Framework Agreement

1. The Office of Procurement is the authorized level to identify the commodities and services for which an agreement is to be issued.
2. Suppliers who are qualified to enter into agreements using any appropriate purchase method shall be selected.
3. Agreements shall consider suppliers who meet and promote ethical trading standards and environmental impact in its supply chain.
4. Agreements shall be issued in accordance with the Office of Procurement needs and they shall be subject to review (amendment, renewal or revocation).
5. Agreements concluded with suppliers shall include specifications of material and services, unit price, date and duration of delivery and execution.
6. All units of the University shall purchase goods and services as per the agreements as long as such agreements are still in force. Approval from the Office of Procurement shall be obtained in case purchases are made outside the framework of the agreements.
7. Agreements shall be signed by the University's Procurement Manager, Legal Advisor (If needed) and the Chief Operating Officer; this shall be done following the final approval of the appropriate authorized level as provided for in the delegation of authority guidelines.

Office of Procurements Role

A. Office of Procurement Duties

1. The Office of Procurement shall secure the continuous availability of material, products, fixed assets and different services needed by various units of the University. The task shall be done in a way that guarantees performing the daily operations of these units smoothly. That shall be achieved through commitment to observe the following when concluding a contract or making a purchase:
 - a. Securing the best prices, payment terms, timely delivery and other facilities and conditions.
 - b. Quality standards and required specifications to be approved by the requesting unit.
 - c. Selecting appropriate and trusted sources.
 - d. Adopting practices that contribute to the growth of local economy, reduce the waste and optimize the usage of resources.
2. The Office of Procurement shall execute the purchase orders of material and services with value ranges between AED 1,000 (one thousand) and AED 99,999 (ninety-nine thousand, nine hundred ninety-nine) by looking into at least three price offers, where possible.
3. The Office of Procurement may also execute purchases through direct orders within a limit of AED 99,999 (ninety-nine thousand, nine hundred ninety-nine) whenever this is reasonably justified.
4. As for purchase orders with values that exceed AED 99,999 (ninety-nine thousand, nine hundred ninety-nine), the Office of Procurement shall raise the issue in a note addressed to the Procurement Committee.

B. Office of Procurement Responsibilities

1. Collecting and maintaining information on suppliers, goods and services, suggesting the required standard specifications of the purchased goods as defined by the requester, issuing purchase orders and signing long-term and short-term contracts with suppliers.
2. Ensuring that the procurement transactions and the tendering invitation documents are compliant with the standards of quality.
3. Evaluate the quotations financially in terms of prices, payment terms, conditions of purchase and delivery.
4. Proposing the inclusion of new goods or agencies.
5. Revising and improving purchase methods.
6. Negotiating with contractors and suppliers to secure the best possible terms.
7. Ensuring the compliance of material and services with the specifications for which quotations have been obtained - a step that makes the comparison between suppliers' prices logical. In the event of the variation of prices of material and services offered by suppliers as a result of specifications differences, the items deemed by the requisitioning unit experts as non-compliant with the specifications shall be disqualified. In this regard, it should be noted that it is difficult to make price comparisons between items of different specifications.
8. Establishing strategic relationships with suppliers dealing with the University.
9. Consolidate the annual procurement plan and identify the appropriate purchase sources on the basis of the procurement plan which is integrated into the approved budget of the requisitioning unit.
10. Following up the implementation of the annual procurement plan and revising it when necessary.
11. Using the best practices and procurement methods to guarantee that appropriate prices of goods and services are provided to the University
12. Establishing contacts with suppliers and inviting quotations from them.
13. Submitting periodical reports to the Chief Operating Officer on the executed works.
14. Maintaining and updating the suppliers and contractors register.

15. Determining the monetary value of bid bonds.
16. Determining the monetary value of tender documents.
17. Approval of repayments for documents of cancelled tenders as per circumstances.
18. Regarding contracts related to the supply of continuously needed material, steps to renew existing contracts or concluding replacement contracts shall start well before the expiry of the running contracts in order to ensure the timely availability of the required material.

Business Ethics

- a. The Office of Procurement shall execute contracts with the utmost degree of commitment to business ethics and transparency and in an atmosphere characterized by high professional integrity and spirit of fair competition.
- b. Splitting of purchases, works and services with the intention of overriding the applicable rules and procedures provided for in this policy is strictly prohibited.
- c. Full transparency with and equal treatment of all suppliers and negotiating with them in a professional manner shall be guaranteed.
- d. Under no circumstances shall the prices offered by any supplier be revealed to another supplier.
- e. In cases of renegotiation with a supplier on their offered prices, all other suppliers shall be granted equal opportunities of negotiation by requesting their best and final offer.
- f. It is strictly prohibited to award procurement and service contracts to a party with the aim of achieving personal interests for the University's official in charge; or in situations in which that official is offered rewards, gifts or any form of favoritism from a supplier or contractor with the aim of securing a contract or enjoying a special treatment.
- g. The Office of Procurement personnel shall abide by all policies and procedures, commit themselves to continuous improvement to attract a large number of qualified suppliers and contractors and nurture a spirit of competitiveness so that only qualified businesses can survive. The Office of Procurement personnel shall particularly refrain from the following:
 1. Having a personal interest directly or through an intermediary in works or contracts linked to the University's business.
 2. Engaging in any professional work or commercial business activity related to the University's business by themselves or through an intermediary, nor shall they lease any property, land or so with the aim of exploiting their jobs to achieve personal interests thereof.
 3. Offering preferential treatment to any person, group or establishment or acting in whatever manner that may undermine the public's trust in the University.
- h. In cases of violations or suspicious practices, suppliers and contractors dealing with the University may submit complaints and grievances to the Chief Operating Officer (COO) or a deputy as applicable by the COO. Suppliers and contractors may also file grievances against the Office of Procurement's decision on the award of bids or any perceived lack of fair competition requirements or any other form of prohibited practices, provided that the grievances are genuine and reasonably supported by evidences.
- i. Every staff member of the Office of Procurement is under an obligation to safeguard the documents under their custody. The staff members shall be held accountable for safeguarding the information contained therein and shall not disclose such information to or share them with any other unauthorized parties or individuals except under certain rules and procedures applicable at the University.

Suppliers and Contractors

A. Register of Suppliers and Contractors

The following rules shall be observed:

1. The Office of Procurement shall maintain an updated register for the prequalified suppliers and contractors to engage them in all types of services and material contracts.
2. The Office of Procurement shall set pre-qualification and registration standards for suppliers and contractors, depending on the nature of the business.
3. The Office of Procurement shall deal with reputable suppliers who meet and promote ethical trading standards and behavior throughout its supply chain.
4. The register of suppliers and contractors shall include the business activity profile, information on the business registration with the Chamber of Commerce and Industry, any licenses required for carrying out the activity, ownership particulars, full addresses and any other necessary business-related information.
5. The Office of Procurement shall finalize the process of registering suppliers and contractors, including the screening of electronic registration applications and supporting documents. The office shall also finalize the pre-qualification process of the suppliers and contractors according to the applicable approved standards and conditions and shall ensure regular updating of the Register of Suppliers and Contractors.
6. The names of suppliers and contractors shall accurately match the particulars of the trade licenses or any other alternative equivalent credible documents. Particular attention shall be given to the acronyms attached to the legal personality of the business, whether a company or an establishment or a corporation, etc.
7. Companies and establishments willing to register shall complete a registration application form specially designed to that end and submit it to the Office of Procurement. The Office shall then scrutinize the licenses and certificates submitted by the applicant to ensure that they meet the conditions and legal requirements.

B. Pre-qualifying Suppliers and Contractors

1. The Office of Procurement shall ensure that all suppliers and contractors registered with the University are qualified to perform their respective business activity. However, it should be noted that pre-qualification for a certain activity does not necessarily mean pre-qualification for other activities.
2. Suppliers and contractors may not be registered or have their registration renewed if they fail to meet the pre-qualification requirements.
3. Pre-qualification standards and conditions shall be recorded in a standard checklist which should address all legal, commercial, financial, technical and sustainability aspects, as well as the track record of suppliers and contractors as follows:
 - a. The legal aspects referred to in the previous paragraph shall include all the licenses required to practice the business activity, whether from the Economic Development Department, the Chamber of Commerce and Industry or any other regulatory bodies. All documents shall be valid upon registration with the University.
 - b. The financial aspects shall include a sound financial standing which could be verified by a certificate of financial ability from a bank.
 - c. The technical aspects shall include the availability of highly skilled workers, appropriate and sufficient equipment, workshops and stores.
 - d. The sustainability aspects shall include the corporate social responsibility statements.

- e. The track-record aspect could be established by looking at a statement listing successful awards of previous contracts and former business dealings performed successfully.
- f. In the cases of public tenders, each tenderer not registered in the suppliers and contractors register shall have to meet the pre-qualification requirements before opening the tender envelopes.

C. Procurement Committee

The Committee shall be formed under a decision made by the Chief Operating Officer or a person authorized by the COO. The number of committee members shall not be less than five, including the chair and the deputy. The Committee shall look into bids, tenders and contracts and shall exercise its duties and responsibilities in accordance with the provisions of this policy. The committee's secretary/ rapporteur shall be a non-member.

D. Procurement Committee's Meetings

1. The quorum of the committee's meeting shall only be valid with the attendance of the majority of members provided that the attendees shall not be less than four, including the chair or deputy-chair. The committee's recommendations shall be taken by majority votes. If the votes are equal, the chair or deputy shall have the casting vote. Objecting members shall have the right to request the noting of their objection in the minutes of meeting, along with the reasons.
2. The meetings shall be held upon request, with the Committee's chair determining their schedules. Members of the committee and concerned units shall be notified of the dates of meetings.
3. The Committee may hold emergency meetings if required.
4. After the meeting, the secretary of the committee shall write the minutes which will be presented to the members of the committee to be signed by them.
5. The minutes of meetings shall be deemed final following the endorsement of the Chief Operating Officer or the assigned delegate.

E. Duties of Procurement Committee

1. Looking into purchase requests raised by Office of Procurement and making recommendations and decisions thereon. The committee shall have the right to look into the contracting policies, strategies and practices. In this regard:
 - a. The committee shall look into the financial and technical aspects of purchase requests and examine the technical reports prepared by the concerned committees of colleges and administrative units.
 - b. The committee shall ensure that the purchase procedures are neutral, transparent and observant of competitiveness and quality.
 - c. The committee shall not consider the purchase requests if they are not technically sound.
 - d. The committee shall have the right to go back to the requisitioning division to obtain answers to the committee's questions. The secretary of the committee shall notify the requisitioning unit of the date of the meeting arranged for that purpose.
 - e. Opening the envelopes of tenders and bids and registering the names of suppliers and their offers
2. Reviewing and evaluating the complaints filed by suppliers and contractors and recommend regarding the incurred penalties and compensations, as well as the full or partial relief of delay penalties.

F. Mechanism of Submitting Purchase Requests to Procurement Committee

1. The Office of Procurement shall receive the material and service purchase requests from various units through the electronic purchasing system.
2. The requests shall include all information needed to carry out the purchase processes.
3. The requests whose values fall outside the authority limit of the Procurement Manager (as per table 1 on the approval authority limits) shall be referred to the Procurement Committee for action.
4. The Office of Procurement may also refer some other requests to the Procurement Committee for advice on how to carry out the purchase if it is deemed necessary to make this referral.
5. The Office of Procurement shall determine the purchase and contracting method.
6. The Office of Procurement shall carry out the purchase by issuing a purchase order or preparing a contract after the final approval of the Procurement Committee and the COO.

Types of Purchases**A. Purchases of operating fixtures and spare parts:**

These are the material and items purchased to operate appliances, science laboratories and office equipment, as well as the material needed for carrying out office and other activities.

B. Capital Purchases:

These are the items that remain economically useful during a life span of more than one year. Such purchases can lead to the acquisition of fixed assets.

C. Services Purchases:

These are the services which the University obtains from outsources. They include Insurance, maintenance, cleaning, support contracts, administrative and office services.

Procurement Procedures**A. Completing a Material Requisition Form:**

The requisitioning unit shall complete a material or service requisition form through the University's electronic system. This is done by entering all the necessary particulars required for executing the purchase process accurately, easily and quickly. The required quantity of material and goods shall also be specified along with the delivery time and estimated value of these material and goods. Assistance may be sought from the Office of Procurement to specify the estimated value of the required material and goods and to advise on any other adjustments that might help in determining the purchase method but without recourse to split the purchase.

B. Reserving the Estimated Value from the Budget

Funds shall be available to purchase the material through the University's Office of Budget. If funds are available for the requested purchase, the requisitioning unit in coordination with the Office of Budget shall arrange for releasing the necessary funds for executing the purchase process. Requests made during the closure period of the electronic request system announced by the Office of Procurement by end of fiscal year shall not be accepted.

C. Material Requisition Approval

The material requisition shall be approved by the Dean of the College or the director/ manager of the relevant office and that shall be in accordance with the applicable delegation of authority guidelines.

Determining Procurement Methods and Inviting Quotations

After receiving and reviewing the material requisition or a contract request and ensuring that the material, goods and specifications are well-defined, the procurement and contracting method shall be determined as per the provisions of this policy. These methods include public and restricted tenders, practice purchase and purchase through a direct order.

A. Public Tender

1. Public (local or international) tender contracts shall be concluded for transactions exceeding AED 5,000,000 (Five Million Dirhams)
2. The public tender shall be based on three governing principles: publicity, equality and free competition.
3. The public tender procurement process shall go through four main stages: publishing the tender notice, evaluating the bids, concluding a contract with a supplier and delivering the purchased goods or executing the works mentioned in the tender.
4. The public tender may either be international or local, depending on a decision made by the Office of Procurement.
5. The international public tender is the process in which the invitation to the tender is sent to suppliers and contractors within and outside the country by means of the known methods of publications.
6. The local public tender is the type of tender in which the invitation is sent to all suppliers and contractors within the country. In this case, the public tender notice is advertised within the country only.
7. The tender may be restricted instead of being public. Such a decision shall be made by Office of Procurement by considering the nature of the requested material, services or projects.
8. In case of international tenders, it is generally preferable for the prices to be presented on a standard basis, e.g. F.O.B or C&F or C.I.F. - a measure to be determined by the Office of Procurement.

B. Restricted Tender

1. The restricted tender (local or international) is a tender in which the invitation is addressed to a limited number of registered suppliers and contractors who shall be selected by the Office of Procurement with an order value above 1 Million Dirhams up to 5 Million Dirhams.
2. The restricted tender is conducted among a selected number of businesses engaged in the activity related to the tender subject matter and are registered in the Register of Suppliers and Contractors.
3. The number of selected tenderers shall not be less than three.
4. This type of tender may be international or local. It is sometimes referred to as selective tender or a short-list tender. It involves the selection of specific suppliers or contractors from a short list who are exclusively invited to tender.
5. This includes suppliers of specialized equipment which can only be obtained through a limited number of suppliers worldwide, including but not limited to electronics and special types of chemicals.
6. With the exception of the publicity element, a restricted tender is subject to all of the rules, regulations and procedures applicable to a public tender. Under all circumstances, the invitation to tender shall identify the unit to which the bids are submitted, closing date, required work or goods, value of bid bond, performance bond, tender validity period after the closing date - which shall not be less than 90 days - tender pricing documents - if any - and any other information deemed by the University as useful for the business.

C. Practice Purchase

1. This method refers to processing purchases by selecting a group of suppliers and contractors who are approved for supplying material and services whose value does not exceed the amount of AED 99,999 (Ninety-nine thousand, nine hundred ninety-nine).
2. The selection of such group of suppliers should depend mainly on the experience of the Office of Procurement, accumulated throughout previous experiences of dealing with suppliers and contractors, reputation and commitment of suppliers, knowledge in the market and the professional relationship with different suppliers. The following cases are also subject to this method of purchase:
 - a. When the items had previously been solicited through a tender but the submitted bids thereof had not been accepted and the time constraints do not allow engagement in a new tendering process.
 - b. The method shall also be used if the purchase of the said items requires making choices between more than one supplier or contractor who have offered similar prices or conditions.
 - c. When the cost of tenders is not appropriate in comparison with the estimated value of the goods, contracts and services.
 - d. When the Office of Procurement decides that it is not in the interest of the University to procure items through a public tender.
 - e. The goods which are only available through a specific trader or agent.
 - f. The goods with very sophisticated specifications which makes it difficult to identify.
 - g. The goods or works required are time-sensitive and cannot wait until tender procedures are carried out.
 - h. If the situation involves the supply of material or performance of works or delivery of services in place of a defaulted or slow-moving contractor or in the cases of contract termination.
 - i. Purchase of property and agreements regarding insurance, shipment and customs clearance contracts shall apply this method.

D. Direct Order

Purchase under direct order refers to conducting a purchase process by directly approaching a supplier, negotiating the commercial terms, and concluding a contract with the selected supplier without a need for contacting other suppliers. This method is used in the purchase of material and services whose value does not exceed the amount of AED 99,999 (ninety-nine thousand, nine hundred ninety-nine) shown in the authority limit of approval table which the Office of Procurement is authorized to endorse. When using this method, the Office of Procurement shall secure the best prices.

The following items are also subject to the same purchasing method:

1. Items that are produced or supplied by only one supplier, or the services that are provided by a certain agent - which makes it difficult to carry out the purchase by tender or practice.
2. The items, jobs and services that need to be urgently provided. However, the purchase shall be limited to the minimum quantities needed for the job while the requirements of carrying out the purchase by other means are being met.
3. The items with de facto prices or those whose prices are determined by the international stock market or certain international tariffs.
4. The items, works or services that the public good requires them to be conducted in confidence.
5. The items or works provided to the University by government agencies.
6. The items or works that require highly specialized expertise whereby selection of the provider is determined by a technical committee.
7. Newly introduced items procured by the University with the purpose of testing them.

8. The periodicals, manuscripts, collections and scientific chips needed for laboratory work.
9. Items or services provided by vendors in which the University has agreement with.

E. Urgent Purchase (Emergency Purchases)

The purchase of material or services for an urgent need if failure to make them available immediately would result in a significant harm. The term “emergency” refers to the need to provide the required items within a timeframe that is extremely shorter than the normal procurement cycle of such items.

While the University encourages all units to plan their purchase requirements well in advance to avoid urgent purchases, still some extraordinary situations can justify following this practice to avoid negative impact on operating activities. In this case, urgent purchase shall be approved as follows:

1. The requesting unit shall enter the purchase request on the electronic purchases system to finalize the purchase process after the deduction of the relevant amount from the approved expenditure category.
2. The college or unit in question shall fill a waiver form signed by the director, manager or the dean and get it approved by the concerned Cabinet member, with a clear justification for the urgent purchase provided.

The procurement method is determined based on the values below:

Procurement Method	Amount (AED)	
	From	To
Public Tender	5,000,001	Above
Restricted Tender	1,000,000	5,000,000
Practice Purchase OR Restricted Tender*	100,000	999,999
Direct Order OR Practice Purchase*	1,001	99,999
* Method depends on Office of Procurement experience and type of procured items		

The Office of Procurement shall fully prepare the tender documents and set the conditions for participating in it after receiving the final scope of work and drawings from the requesting unit, and then prepare advertisement of the tender (if public). These shall include:

A. Tender Preparation:

1. The full technical specifications of the item or items to be supplied together with the designs, technical drawings and sketches related to construction works, as well as the type of the required service and an accurate description.
2. Samples, catalogs or sketches shall be submitted, which shall bear the stamp of the supplier or carry some distinguishing mark. It shall also stipulate that two or more units of the sample must be submitted in the case of items which are consumable during tests and experiments conducted to determine their suitability.
3. Detailed tables showing the required quantity of each of the tendered goods.
4. The date set for opening the tender envelopes; so that the suppliers and contractors (participating in the tender) can have enough time to study and submit their bids.
5. The tender validity period, which shall be specified taking into consideration the market circumstances.

6. Payment conditions and guarantees for delivery, construction and provision of services.
7. Indicating that the supplier or contractor should guarantee the fitness of the delivered material, equipment, machinery or the execution of construction works during the required period.
8. Mentioning that fines, penalties and compensations shall be imposed in the cases that require the same and that these penalties shall be over and above the standard penalty clauses related to the failure of suppliers and contractors to fulfil their contractual obligations.
9. The public tender notice shall be published at least twice in a widely-read daily newspaper or relevant online channels. The tender notice may appear on one or more foreign newspapers and via other available means.
10. The Office of Finance shall receive the monetary value of the tender pricing documents directly from the tender participants under a note issued by the Office of Procurement, showing the tender number, participant's name and the amount of money paid by the participant. A receipt for the same shall be issued by the Office of Finance.
11. Tender documents shall be handed out to the participants by the Office of Procurement.
12. The Office of Procurement may extend the tender validity period on a case-by-case basis.
13. The decision on the award of the tender shall be taken and the winner shall be notified before the end of the tender validity period.

B. Bid Bond

A bid bond shall be secured for all tenders whose value is in excess of AED 5,000,000 (five million dirhams). The value of the bond shall be determined by the Office of Procurement as a lump sum amount or a percentage of the tender value. The bond may take the form of an unconditional and irreversible letter of guarantee issued by a bank operating in the country.

C. Receipt of Bids

1. Tender bids shall be submitted in two separate envelopes; one for the technical bid and the other for the financial.
2. Bids received after the set deadline may not be accepted.
3. Tenders shall be priced in the local currency unless otherwise provided for. The price of tenders shall be rendered in figures and words, and upon discrepancy, the price written in words shall prevail.
4. Scratching and erasing shall be avoided in the bills of quantities or price lists. Any correction shall be done by deletion, with the deleted parts duly signed and stamped by the bidder.
5. If the bidder has not placed a price opposite to an item in the lists attached to the bid, this shall be construed as refrainment from tendering for that particular item.
6. In case of undividable contracts pertaining to works, services and supplies, failure to mention a price for a work, an item or a service shall be construed as implicit inclusion of the prices thereof in the total price of the bid but without prejudice to the Procurement Committee's right to disqualify the bid in question if the committee deems it reasonable to do so.
7. The tender price quotations shall be deemed final and may not be revoked on grounds of price and currency fluctuations, taxes, duties, customs or any other similar situations. It shall be noted that the quoted prices are inclusive of all the costs required for the delivery of goods, completion of works and performance of services at the dates and locations specified by the University.
8. Bids submitted on the basis of discounting a certain percentage less than the lowest bid shall not be accepted. The bid price shall be a total fixed price.
9. The tender shall be conducted in accordance with the samples, specifications, drawings or approved services programs and other terms and conditions of the tender. The bidder shall be acquainted with the same. The bidder's submission of the tender shall be deemed an implicit acknowledgement

thereof and hence the delivery of goods and services and execution of works shall be done accordingly.

10. The tender participants may submit more than one bid. However, they shall submit a separate set of original tender documents for each bid and shall clearly indicate in writing that each set of documents represents an independent bid.
11. The bid documents shall include a notarized copy of the company's articles of association along with a document containing the names of the persons who have the authority to enter into contracts on behalf of the company or the firm and the names of the persons who are in charge of the contract performance along with clear samples of their signatures. This condition shall apply to suppliers and contractors who are not registered with the university, provided that their prequalification and registration procedures be completed before opening the tender envelopes.
12. All tender documents shall be regarded as personal to the tender participant and may not be passed to others.
13. The University's Procurement Committee shall meet at the place and time specified in the tender notice. The committee shall record the bids in official minutes which must include the names of bidders, all substantial details of the tender, as well as taking note of samples, if any. Samples shall then be officially handed over to the concerned bodies at the University for the purpose of analysis.

D. Tender Amendment

1. When it is necessary to make changes in the tender invitation documents with regards to matters related to the contract terms, quantities, technical specifications, delivery schedule, date of tender submission or to clarify any ambiguity or correct errors in the tender documents, the tender shall be amended and all bidders be notified thereof.
2. Amendments shall not be made to the technical specifications nor shall the tender floating or execution period be extended without approval of the end user unit and the Office of Procurement.
3. It is strictly prohibited to make any amendments to the tender package after the tender envelopes are opened.

E. Cancellation of Tender

1. With the approval of the Office of Procurement and the end user unit, the invitation to tender may be cancelled when there is a substantial change of circumstances that requires floating a new tender or when the required material or services are no longer needed.
2. All participants in a restricted tender shall be notified in writing of the cancellation of the tender. Reasons for the cancellation shall be explained and all bids which have not been opened shall be returned.
3. The cancellation of a public tender shall be announced in the same way in which the tender invitation notice is publicized.
4. In case of the cancellation of the tender, the tender documents' fees shall be refunded to the tenderers.

F. Evaluation of Tenders

1. Sealed bids shall be opened by the Procurement Committee.
2. The end user unit shall evaluate the technical aspects of the submitted bids and provide the Office of Procurement with a technical report.
3. The best offers shall be selected, taking into consideration that the offer with the least price shall be amongst the technically acceptable offers and ensuring that it is meeting the requirements of the

- end user unit and achieving value for money. The best offers may be selected by giving some weight to the aspects of their technical viability, financial feasibility and social/ environmental sustainability.
4. The best offer may be selected even though it is not of a lesser price, provided that convincing arguments are put forward thereto.
 5. If the prices of two bids or more are equal, the Procurement Committee upon a recommendation from the Office of Procurement and in coordination with the end user unit may split the amounts or quantities of the tender subject matter amongst the bidders offering similar prices as long as such split will not harm the business interests.
 6. The Office of Procurement shall notify the successful bidder of the award in the form of Purchase Order within a maximum period of one week from the date of the Procurement Committee's and the Chief Operating Officer's approval on the minutes of meeting. The successful bidder shall be asked to submit a performance bond and sign the contract.
 7. Should the successful bidder fail to sign the contract without any acceptable excuse, the bidder shall be deemed as having withdrawn the bid. And consequently, the bid bond shall be seized and the University shall also have the right to seize all or some of the bidder's receivables in addition to reserving the right to demand compensation for incurred losses.

G. Bank Performance Bonds:

1. The supplier or contractor shall submit an unconditional and irreversible performance bond issued by a bank operating in the country if the value of the successful bid exceeds AED 5,000,000 (five million dirhams).
2. The value of the bond shall be determined by the Office of Procurement. The bond amount, however, shall be no less than 10% of the bid value, provided that no bank interest is imposed on the value of the performance bond letter.
3. The supplier may be relieved of submitting a performance bond letter for purchase orders or contracts whose value is less than AED 5,000,000 (five million dirhams) in the following cases:
 - a. If the period of supply or performance of work in the contract does not exceed 90 (ninety) days. However, the Office of Procurement can hold 5% of the order value payable to the supplier which shall only be released after three months from the date of final delivery or as per the terms and conditions of the contract.
 - b. If the material has already been delivered and the contracted work has been performed.
 - c. If the supplier or contractor has monetary entitlements with the University equivalent to or more than the value of the performance bond. In such case, an amount equivalent to the value of the performance bond shall be held from said entitlements provided that the supplier or contractor submits a request to the Office of Procurement to that effect.
4. The performance bond shall be valid throughout the contract period, in addition to a required three more months of validity of the bond.
5. A contractor with the University from any government departments, public establishments and corporations or other government bodies shall be fully relieved from submitting a performance bond and shall also be relieved of advance payment bond for any advance amounts paid by the University to the contractor.
6. If the successful bidder fails to submit the value of the performance bond within 30 days as of the date of notifying the bidder of acceptance or from the effective date of the contract, the University may:
 - a. Seize the bid bond

- b. Blacklist the bidder and remove the bidder's name from the University's Register of Suppliers and Contractors and suspend any dealings with the bidder for one year as of the date of the award decision.
 - c. The Office of Finance shall be notified.
- 7. The original documents of the bonds shall be kept with the Office of Finance who are responsible for their renewal if needed. The originals of the bonds shall be returned to the contractor without prejudice to the contract terms and conditions as per the following:
 - a. Approval of the Office of Procurement for material contracts and purchase orders.
 - b. Approval of the Office of Facilities and Services or equivalent for works related contracts.

Contracts

A. Drafting and Signing of the Contract

1. The Office of Procurement shall prepare the contract documentation and coordinate with the Legal Advisor to prepare the contract format.
2. The contract shall be signed by the Procurement Manager, Legal Advisor and Chief Operating Officer after the final approval of the relevant authorized level to carry out such a task as explained in the University's delegation of authority manual.
3. The contract shall be signed by the supplier or contractor who shall sign their initials on each page of the contract and its attachments.
4. The Office of Procurement shall issue two original copies of each services or material supply contract, with one copy kept by the Office of Procurement and the other sent to the supplier or contractor. A photocopy of it shall be forwarded to the Office of Finance and the end user unit at the University.
5. The Office of Procurement can issue a purchase order before or after signing of the contract by the contracting parties. The purchase order shall be signed by the Office of Procurement in accordance with the delegation of authority matrix.

B. Contract Administrator

1. The end user unit shall nominate one of its employees to administer each service contract related to the unit.
2. The appointment shall be affected under a note submitted to the Office of Procurement.
3. The nominee shall then be the end user unit's representative and the person authorized to deal with the contractor on behalf of the unit.

C. Responsibilities of Contract Administrator

The Contract Administrator shall undertake the following tasks:

1. Approval of all contract invoices.
2. Ensuring the performance of the contract at the specified time and in accordance with the conditions and specifications provided for in the contract, considering the quality requirements and the legal rights of the parties to the contract.
3. Ensuring that the University has properly fulfilled its obligations in a manner that protects its interests.
4. Dealing with the requests for information and amendments, disputes, claims and indicators of contract termination or cancellation, which should be in accordance with the authority delegation manual and the policy therein.

5. Maintaining complete documentation on the performance or violation of the contract, with a view to protecting the rights and interests of the University.
6. Specifying the precise date for the performance of the contract if the duration is given in days.
7. Carrying out all procedures linked to the University's fulfillment of its obligations in order to smoothen the performance of the contractor's work.
8. Observing the non-change of the works provided for in the contract or non-addition of any works not provided for in the contract unless the same is done under an approved variation order.

D. Contract Commencement Date

1. The period set for the performance of the contract shall start from the day following the signing of the contract or from the date on which the site is handed over to the contractor, whichever is practicable, unless otherwise has been provided for in the contract.
2. If the Contractor fails to arrive at the site to take it over on the specified date, a report shall be written and a copy shall be sent to the Contractor. The date shall be noted therein and a copy of the same shall be forwarded to the contractor. The mentioned date shall be considered as the contract's commencement date.

E. Termination of the Contract

1. The Contractor shall perform the contract in accordance with its terms and conditions, otherwise, the contractor shall be subject to the penalties provided for in the contract and in this policy.
2. In case of fraud, manipulation or bribery by the contractor, the University shall have the right to cancel the contract, seize the performance bond and perform the contract at the contractor's expense, and reserve its right to compensation.
3. In the case of the contractor's bankruptcy or insolvency, the University shall have the right to cancel the contract, seize the performance bond and reserve its right to compensation.
4. Should the contractor submit documents proving that the delay in the performance of the contract was a result of force majeure or circumstances caused by the University, the resulting default shall be reviewed and the issue to be left to the discretion of the Contract Administrator.

F. Amendment of the Contract

Any amendment to the contract regarding quantities, specifications or otherwise shall be done under a Variation Order with the consent of both parties to the contract and the approval by the person authorized to take such action under the University's delegation of authority matrix.

G. Advance Payments

The contract may include a provision allowing advance payments to the contractor within the limits and in accordance with the conditions set by the contract. However, under all circumstances, payments shall be made against guarantee. Such matter, however, shall be within a minimal limit.

H. Contract Performance Delay

1. Should the contractor fail to perform the contract within the specified period, the provisions hereof and other applicable laws in this regard shall apply.
2. Should the supplier fail to deliver all required quantities or the contractor fail to perform the works or part thereof by the dates specified in the contract (including rejected material and works or material which have not been supplied), the University shall have the right to take one of the following actions:



- a. Granting the supplier or contractor an additional grace period if the same is deemed in the best interest of the University. However, this shall be subject to the approval of the Procurement Committee.
- b. Purchasing the material or performing the works at the expense of the supplier or contractor. In this case the supplier or contractor shall bear the burden of any price increase or incurred administrative expenses at a rate of 10% of the value of the material or works which the supplier or contractor have failed to supply or perform after the lapse of the grace period.
- c. Terminating the contract, seizing the performance bond and claiming due compensation without prejudice to the University's right to impose the delay penalty provided for herein.

I. Penalty for Delay

1. The contractor shall complete all the contracted works in accordance with the terms and conditions provided for in the contract and within the specified timeframe.
2. The Office of Procurement may upon request from the contractor to relieve the contractor of the delay penalty if supporting documents have proved that the delay was a result of force majeure beyond the contractor's control. However, the contractor shall submit a request to the University for extending the contract performance period. The request shall be submitted within fifteen days from the date of the incident leading to the delay and shall include a justification of the reasons causing the delay.

J. Provisional and Final Receipt of Works (Projects)

Goods received will be verified against the delivery note and purchase order in terms of quality, technical specifications and quantity. For items of a technical nature, the user unit will certify the specifications that include quality and acceptable conditions. A goods receipt note will be completed to acknowledge receipt. For services, verification will be made with the beneficiary unit to confirm that services have been provided as per the contract. Where practical, the beneficiary unit will confirm in writing, and where necessary, provide agreed written deliverables as per the contract (issue completion certificates).

K. Electronic Purchase Methods

Electronic purchases are subject to the same rules and procedures provided for herein, with the following matters being observed:

1. All tenders and direct orders transactions shall be conducted electronically through the University's portal, unless the same is not possible for technical reasons related to the unavailability of appropriate information technology systems.
2. Public tenders' notices can be made on paper-based media outlets such as newspapers and magazines or advertised via electronic means.

Stocks

A. Stock Items

1. Material shall be classified as stock items at the discretion of the Office of Procurement.
2. The "stock items" shall be entered in the registers of stores and accounting books as "custody" items when they are purchased. Their value shall only be charged to their appropriate expenditure category when they are issued for use and consumption purposes.

B. Non-Stock Items

1. Non-Stock items shall not be added to the custody of stores or included in their inventory records.
2. The value of non-stock items shall be charged to their appropriate expenditure category immediately after their receipt.

C. Disposal Items

1. Disposal items shall be kept in a separate place in the stores until they are disposed of. Meanwhile, they shall be under the supervision of storekeepers.
2. Disposal items shall be recorded in special registers independent from other store's inventory and other accounting records.

D. Material Coding

The Office of Procurement shall set up a central coding system for all stock purchases.

E. Stocking Policies and Provisions

1. The Office of Finance shall keep accounting books to monitor the value of stock.
2. The store shall specify a minimum stock limit, a maximum stock limit and a reorder limit for each of the stock items. These limits shall be noted in the store's records.

F. Inspection Committee

Fixed assets which are no longer economically feasible to operate or have become depreciated, as well as damaged, stagnant or junk items shall be referred to a special advisory committee called the "Inspection Committee" after completing the procedures of writing off the fixed assets from the account's books.

1. The committee shall be comprised of at least three members who shall be University employees with appropriate experience. The committee shall evaluate the items, estimate their prices and propose the method of their sale - whether through an auction or sealed envelopes offers or any other method of sale of disposal items whatever their value is. The committee shall then submit its recommendations to the Office of Procurement for guidance.
2. The committee shall undertake the role of inspecting fixed assets and depreciated equipment, evaluating their condition, making recommendations regarding their sale or otherwise or proposing methods of selling them either through an auction or sealed envelopes offers or other means of disposal determined by the committee.
3. The committee shall validate that the inspection site is appropriate for those willing to participate in the auction and that the arrangements for the auction are adequate to facilitate inspection of items and participation in the auction, and hence attracting the best bids. This shall be done with full observance of transparency and competitiveness.
4. Price of submitted bids and recommended action shall be notified to the Office of Procurement and reflected in a report signed by the committee members.
5. The committee should make sure that any disposal procedure is in line with best practices, social responsibility and environmental laws and regulations.

G. Auction

1. The bid shall include the information and specifications of the disposal items offered for sale or rent.
2. The bid shall be sent to the list of eligible suppliers registered.
3. All offers to be received in sealed envelopes to the Office of Procurement.
4. The bid with the highest value to be selected.

H. Storekeepers and their Duties

1. A storekeeper for each store shall be appointed as per the University's organizational structure. A storekeeper may have one or more assistants who may take the storekeeper's place in case of absence.
2. Storekeepers are personally responsible for items under their custody. They shall safeguard and take care of these items, be aware of their weight, quantity, type and measurements, as well as all that might expose them to damage or loss. They shall only be discharged of responsibility for damage or loss if there is evidence available to the University proving that the damage or loss was unavoidable and that it was a result of circumstances beyond the storekeepers' control.
3. In case of the storekeeper's termination of service or absence for whatever reason, a stock taking shall be carried out and a replacement shall be appointed and assigned the duties of the storekeeper.
4. Storekeepers shall submit periodic lists every three months to the Procurement manager so that s/he can take the necessary action regarding the following:
 - a. Surplus items.
 - b. No longer needed items.
 - c. Obsolete items.
 - d. Unusable items.
 - e. Items exposed to damage.
 - f. Items which have limited expiry date.

I. Rarely Needed, Stagnant and Surplus Items

The items which are not requested or issued as reflected in the stores' inventory records for twenty-four consecutive months shall be written off and turned into disposal items to be auctioned out or sold in any other method consistent with the applicable regulations.

J. Receiving, Stocking, and Issuing Stock Items

1. The storekeeper shall receive the stock items and inspect them to ensure that they match purchase orders in terms of quantities and specifications. Should the material inspection need special technical expertise, the storekeeper shall seek assistance from an employee with expert knowledge on the received items.
2. A receiving inspection committee can be assigned by the beneficiary unit to help in case of complicated technical aspects of the stock. The committee shall submit their report to the head of the unit to enable the issuing the final receipt acknowledgement along with any reported disputes that need to be sorted out with the supplier.
3. A receipt voucher for the actually received quantities which meet the specifications shall be issued by the storekeeper and the expert from the requesting unit.
4. Items which do not comply with the specifications or in excess of the required quantity specified in the purchase order shall be kept in a special place as a first step of a process to return or replace them as the case may be. The supplier and the Office of Finance shall be notified of the same in writing by the Office of Procurement.
1. Stock Items shall be issued to beneficiary colleges or offices in electronic vouchers. The issued items shall be priced according to the approved accounting policy. The value of the issued items shall then be included under the relevant expenditure category, the quantity and value shall be deducted from the store's stock and accounting records.

2. The items issued but later returned to the stores shall be recorded in an electronic voucher. Their value shall be deducted from the same relevant expenditure category under which they were deducted upon issuance. The quantity of the returned items shall then be added to the stores' custody and their value recorded in the stores' accounting books.
3. The storekeepers shall ensure that the used items are stored in a place other than the place where the new items are stored. They shall also make sure that the flammable material is stocked in special stores that observe their nature.

K. Comprehensive Annual Stocktaking

1. A comprehensive stocktaking of all contents of the stores shall be conducted at least once a year without prejudice to the perpetual surprise stocktaking system applicable during the year.
2. The comprehensive annual stocktaking shall be made prior to the end of the fiscal year.
3. Committees for annual stocktaking shall be set up under a decision by the Director of Finance.
4. In forming stocktaking committees, it shall be observed that the Office of Finance and the Office of Internal Audit are represented. The stocktaking shall be carried out in the presence of the storekeeper.
5. Stocktaking committees shall prepare lists of counted items showing the actual balances of items and matching them with balances on the store's records, taking note of any possible surplus or shortage. If there is surplus or shortage, it shall be noted in the stocktaking lists.
6. The stocktaking lists shall be prepared according to the form developed by the Office of Finance for that purpose.
7. A copy of the stocktaking lists shall be forwarded to the Office of Internal Audit for their opinion. In case of spotting a financial or administrative breach, the matter shall be referred to the COO to take the necessary disciplinary action against the breaches in accordance with the applicable bylaws.
8. The stores shall settle the stocktaking inconsistencies by making additions or deductions based on the decision of the COO.

L. Partial, Surprise Stocktaking

1. The Office of Internal Audit shall conduct a surprise partial stocktaking as part of the perpetual stocktaking program during the year and in accordance to the annual internal audit plan.
2. In case of finding a shortage or a surplus, the Office of Internal Audit shall investigate the reason behind the shortage, report on these findings and recommend the action into this matter.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	24/10/2010	Initial policy	University Central Committee
V 2.0	26/02/2017	New Policy – Comprehensive regulatory method for purchasing, procurement, contracting and inventory	Procurement Manager
V 3.0	01/09/2021	General updates, including MoE requirement on sustainability aspects in procurement practices	Procurement Manager
V 3.1	11/09/2024	The policy has been renewed without changes	Procurement Manager

Budget Policy

Policy Owner	Office of Budget & Planning Manager	Responsible Office	Office of Budget & Planning
Approved By	Chancellor	Effective Date	March 2024
		Next Review Date	March 2027

Purpose

This policy is established to provide guidelines pertaining to the allocation of budget, as well as the preparation and management of operating and capital budgets.

Scope

This policy applies to all of AU colleges/department and offices.

Definitions

The University: Ajman University.

Approved Annual budget: The annual financial plan endorsed by the Board of Trustees.

Calendar Year: Twelve-month period beginning January 1st through December 31st of any given year.

Capital: purchased items costing AED 1000 or more and useful for a longer than a one-year period. **Funds:**

External Deposits appearing in separate accounting records

Budget Committee: The Committee established by AU's top management to oversee the preparation cycle of the annual budget, discuss the operating plans and approve any relevant amendments throughout the academic year.

Office of Budget & Planning: The administrative entity responsible for the compilation, classification, review of annual budget-related data, and implementation of the annual budget.

Budget Forms: The electronic forms required to gather all the information needed to prepare the annual budget, and to submit the spending requests from the approved budget during implementation.

Supplementary Budget: Detailed lists of any additional academic or administrative expenses added as a supplement after getting the budget approved by the BOT and as deemed necessary during implementation.

Policy Statement

This policy provides guidelines for AU budgetary processes. It delineates the roles of University Budget Committee and the Office of Budget and Planning. This policy aims at formulating a budget that facilitates

the implementation of the strategic goals of AU, maintaining an annual balanced and transparent budget, and ensuring that the spending on different operating activities is within the available budget funds.

University Budget Committee (UBC)

The University Budget Committee is chaired by an academic or admin member as nominated by the Chief Operating Officer, and consists of representatives from the Offices of Institutional Planning & Effectiveness; Finance; Budget; Human Resources; Procurement and a rapporteur. UBC reports directly to the Chief Operating Officer.

Responsibilities of UBC

- Reviewing the annual business plans of all AU units.
- Validating individual budget estimates of all AU units.
- Suggesting modifications in accordance with AU Strategic priorities.
- Approving the annual budgets of AU units.
- Suggesting corrective actions to improve efficiency and achieve the set goals.
- Raising relevant budgetary recommendations to the Chief Operating Officer.

Office of Budget and Planning

The Office of Budget and Planning is the AU's authorized level that oversees and controls the revenues and expenditures according to the approved budget, and provides recommendations on budgetary amendments and revisions throughout the fiscal year.

Responsibilities of the Office of Budget and Planning

- Preparing budget documents for use in monitoring and controlling the ongoing operations of the University so that revenues and expenditures remain within the approved appropriations and the spending policies and procedures of AU.
- Reviewing the historical trends and analyzing performance reports to recommend the relevant spending levels.
- Preparation and analysis of performance reports related to budget implementation.
- Promoting fiscal responsibility within AU Community by providing technical assistance and analysis in planning, administering and monitoring the budget process.
- Processing of all personnel related requirements in conformity with the approved Manpower budget and position allocations.
- Providing quarterly reports to outline actual performance against budget to the Chief Operation Officer for review and relevant directions.

AU Budget Model and System

The annual budget involves inputs from key constituencies including the top management, office managers, college deans, multifunctional budget committee, and is finally approved by the Board of Trustees. The annual budget facilitates the achievement of short and long-term plans, and all estimates shall be based on clear and relevant assumptions that reflect both internal and external factors.

Budget Model

To ensure effectiveness of the budget formulation process, AU adopts the Zero-based Budgeting Model, wherein at the beginning of every budget planning period, the previous year's budget for each unit is cleared.

Every part of the institution must re-request funding levels, and all spending must be re-justified. This allows a clear view of every single activity and spending needs to ensure transparency and compliance with the strategic priorities of AU.

Budget Flexibility

AU's budget is flexible; enabling adjustments in the approved budgets according to changes in internal or external circumstances, so that the spending needs are continuously re-prioritized to better respond to such dynamic environment.

Budget Preparation Cycle (December-May)

Timeframe

The annual budget for an academic year is prepared during the year that precedes it according to the timeframe as displayed below:

Time	Activity
December	Budget preparation forms are sent to all colleges and offices. Initial faculty recruitment budget to be submitted by college deans.
January	Colleges and Offices submit the annual business plans and draft budgets.
February	Meetings are held individually with college deans and office managers to discuss their business plans and draft budgets.
March	The Budget Committee approves the final budgetary amendments. The committee submits AU's combined budget to the Chief Operation Officer.
April	The consolidated annual budget proposal is presented to Chancellor's Cabinet for final review and approval.
May	The consolidated annual budget proposal is submitted to the Board of Trustees for endorsement.

Initial Budget Proposal

An initial budget plan shall include revenue and expenditure estimates developed by the college or office for the fall, spring and summer semesters and includes the following categories:

- Operational Revenue Budget.
- Faculty Members Budget.
- Administrative Staffing Budget.
- Other Operational Expenditure Budget.
- Capital Expenditure Budget.
- Other Operational Revenue Budget.

Contingency Reserve/ Funds

AU maintains a separate contingency fund to cover the costs of compensating and/or transferring students to other learning providers should licensure be terminated or the institution, for whatever reason, ceases to operate.

- The contingency fund can be created to (a) manage income and expenses for a specific activity outside normal operating budget or (b) to cover unbudgeted events or to fund strategic one-time investment.

- The contingency reserve can be used to fund resolving temporary problems resulting from unexpected circumstances or events, but not structural financial issues.

Differential Tuition and Fees

Ajman University currently has differential tuition and fee rates for academic programs in the following colleges:

- College of Business Administration
- College of Dentistry
- College of Humanities and Sciences
- College of Engineering and Information Technology
- College of Architecture, Art and Design
- College of Law
- College of Mass Communication
- College of Pharmacy and Health Sciences
- College of Medicine

The revenue budget should reflect such differential sources in accordance with the existing and planned changes to the fee structure.

Practicality of Budget Estimates

All revenue and expense estimates shall be based on clear assumptions that reflect a systematic methodology of estimation of the major/ leading accounts. However, for some immaterial or incidental revenue or expense accounts, it is impractical to have such a systematic methodology of estimation, which might involve so many unknown factors; therefore, such accounts can be estimated based on the historical trends as percentages from the leading key accounts. This includes some items like other operating revenues, forms, training, exemptions, medical insurance, education or air ticket allowances and so forth.

Procedures

Budget Coordinators

Every college/office assigns a budget coordinator to handle preparation, approval, implementation, or other budgetary related enquiries.

Budget Request Processing

- Specific budget request forms authorized by deans or managers are submitted to the Office of Budget and Planning.
- The Office of Budget and Planning reviews these requests, checks for the availability of requested items and sufficient budget funds.
- The Office of Budget and Planning approves the request and forwards it to the appropriate office for execution.

Control over Expenditures

- The ultimate responsibility of approving and controlling expenditures rests with the office of budget and planning.
- AU operates in accordance with the set policies and procedures to ensure the full control over purchasing and manpower management.

Fund Transfer

- In case where financial allocations are insufficient to cover requested expenses, the respective unit can send a request to the Office of Budget and Planning for transfer between different budget line items within the approved annual budget, while clarifying the motives for such a transfer,
- Transfers can only occur within the same categories in terms of financial classification, such as operational, capital or manpower related expenses; avoiding any overlap between such categories, unless otherwise decided by the COO.
- The total value of transfer requests among expenditure items shall not exceed 25% of the total approved expense allocations.
- In certain justifiable situations, budget funds can be transferred between different units (i.e. colleges, offices), provided that it is approved by the COO.

Budget Addition Requests

- Unless there is an ability to transfer between the budget line items of a specific unit as approved in the annual budget, the concerned college or office can submit a request for additional budget allocations to the budget (using appropriate budget forms), while clearly stating the reasons for such additions.
- The request will be carefully reviewed by the Office of Budget and Planning, and a recommendation of approval is then submitted to the higher management if the request is found reasonable and implies circumstances which are out of control. The budget addition request can be approved by the Office of Budget and Planning in case the requested expenses will generate an additional revenue which is not budgeted for (i.e. event or activity).
- In case the additional expense does not result in generating additional revenue, then the request shall be approved by the Board of Trustees. Once approved, the requested additional funds shall be included in the supplementary budget and then passed to the appropriate office for execution.

Recruitment of Faculty

Review of Faculty Recruitment Requests

- Requests for recruitment of faculty members are made based on the academic ranks and types of contracts as approved in the annual budget, using specific budget forms.
- The Office of Budget and Planning compares the existing number of faculty members against the number approved in the annual budget. The request is then approved or rejected accordingly.
- Approved requests are then forwarded to the appropriate office for processing.

Exceeding Budgetary Limits

Requests for recruitment in excess of the manpower budgetary limits in the cases displayed below require the approval of the COO who would explore ways to cover these extra expenses.

- Necessity to recruit additional faculty due to unexpected increase in student intakes, thus increase in the revenue.
- Replacing a faculty or staff member with a new one having higher academic qualifications.

Faculty Transfer Requests

- Using appropriate budget forms, the colleges may request to transfer faculty members from one college to another.
- Clause (**Exceeding budgetary limit**) applies to cases of inadequate budget allocations.

Recruitment of Staff Members

Review of Administrative and Technical Staff Recruitment Requests

- Colleges/Offices fill appropriate staff Recruitment budget forms.
- The Office of Budget and Planning reviews these forms, approves the budgeted ones, and forwards them to the Office of Human Resources to proceed with the hiring process.

Staff Addition Requests

Requests for recruitment in excess of the budgetary limits require the approval of COO provided that such requests are necessary and can be covered from other budget allocations (transfers). Once approved, the request shall be incorporated in the supplementary budget forms and then passed to the Office of Human Resources for execution.

Staff Replacement Requests

Recruiting a new staff member as a replacement of a resigned or a terminated staff member requires that the allowances are not exceeded. Otherwise, Clause (***Exceeding budgetary limit***) would apply.

Transfer Requests

Transferring an administrative or a technical staff member requires filling out appropriate budget forms and obtaining the approval of the COO. Approval is subject to the availability of respective allocations in the approved budget of the College or Office requesting the transfer. Otherwise, Clause (***Exceeding budgetary limit***) would apply.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	07/05/2017	New policy outlining guidelines for allocation of budget	Budget and Planning Manager
V 1.2	30/12/2020	Amended in line with the changes implemented as per the international and local accreditation reviews.	Budget and Planning Manager
V 1.3	12/03/2024	The policy has been renewed without changes.	Budget and Planning Manager

Policy on Faculty Members Participation in Planning and Budgeting

Policy Owner	Office of Budget and Planning	Responsible Office	Office of Budget and Planning
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Purpose

This policy aims at specifying the nature of faculty members' participation in University's planning and budgeting activities to ensure that the budget preparation and resource allocation processes are based on an inclusive and participatory approach, where the colleges' standalone budgets are reflecting important expectations and recommendations of all stakeholders.

Scope

Involvement of the faculty members in the annual budget preparation cycle serves as an effective tool for the University's management to explore the expectations and gather recommendations from faculty members in a structured, systematic and interactive environment relating to the required resources to improve the quality of education, whereas the top management is responsible for making informed decisions about efficient allocation of resources as well as maintaining the financial stability of the whole University. This is primarily concerned with the development of short- and long-term plans and budgets of colleges and all other units.

Policy Statement

The critical role of faculty members and their responsibility in delivering the intended learning outcomes and curriculum necessitate the participation of faculty members in the overall planning and budgeting activities at all levels. This requires that faculty members provide their expectations, requirements and recommendations on a timely basis, together with other information needed to advise the administrators on planning and budgetary matters.

Expectations

Faculty members participation reflects their active role in curriculum planning and enriching the teaching and learning experience as well as raising the University research output. Their recommendations are instrumental to ensure the sustainability of academic programs and research projects, which involves major budgetary implications. This is also important in complying to all applicable standards and requirements, as well as adopting the best practices in teaching and learning research and innovation activities. Therefore, involving faculty members in such matters demonstrates the key success factors of the overall University's resource allocation processes, reflects the teaching and learning and research priorities, motivates their commitment and improves the overall performance.

Procedure for Faculty Members Participation

The planning and budgeting processes should always drive the budget preparation cycle and achieve growth in all academic and operating aspects. This shall be demonstrated by the sufficiency of resources to support different quality improvement initiatives and projects. The faculty participation in planning and budgeting cycle works on different levels. This is explained as follows:

A. Department Level

As part of the effective governance and engagement in the college's budget planning phase, the Dean shall involve Heads of Departments (HOD's) in all planning and budgeting activities relating to their own departments; in terms of estimating the needs for additional faculty slots, planned changes to the academic programs, identifying the resources needed to support such activities, as well as the recommended changes to improve the overall quality and productivity in their departments. This stage may also include any recommended changes in tuition fee structure and faculty salary structure.

In gathering such inputs, requirements and recommendations, HODs should follow a systematic, collaborative and documented approach that ensures involving all faculty members in the department. HODs should play a leading role in the planning and budgeting activities at the department level to ensure incorporating all related requirements and recommendations of the faculty members.

Upon the preparation of the departmental budget plan, faculty members may recommend any changes needed on the academic programs, such as the tuition fees, salary structure and benefits, and any other relevant requirements or initiatives that can improve the quality, productivity, and overall performance. The recommendations shall be discussed with the HOD where faculty members have the right to vote in favor or against such recommendations. The HOD should accordingly discuss such recommendations with the dean of the College before being reflected into the budget proposal of the College.

B. College Council Level

All changes relating to tuition fees, salary structure, projects and activities that are recommended by faculty members at the department level shall be discussed in the College Council meetings. This should take into consideration student enrollment, marketing activities, research activities, planned launching of new academic programs, termination of existing programs, extra-curricular activities, key events and conferences, staffing requirements, changes in salary and benefits structure, faculty professional development activities, matters related to spaces and facilities of the college, renovation of labs, studios, clinics, equipment, furniture, and other student services in general.

Some other key factors to consider at this level shall include the outcomes of the regular assessment of academic programs, Course Learning Outcomes, Program Learning Outcomes, satisfaction surveys, feedback and suggestions gathered from students and other stakeholders, full compliance with local and international accreditation standards, and any other planned improvements in teaching and learning and research activities.

When incorporating the above requirements into the college's budget, sufficiency of resources should be also taken into consideration to ensure the financial stability of the college and all academic programs, which may lead to recommended changes in tuition fee structure.

Upon completing the discussions at the College Council level, the Dean shall endorse all requirements and recommendations, and then consolidate the annual business plan and budget proposal of the College, along with different planned initiatives and projects, and submit them to the Vice Chancellor for Academic Affairs (VCAA).

C. Vice Chancellor for Academic Affairs (VCAA)

Once the annual business plans and budget proposals of the College are endorsed by the dean, they shall be submitted to the VCAA for further review and evaluation of the key suggestions and recommendations. The VCAA shall endorse them in full or in part or may recommend other priorities. The VCAA's inputs and recommendations shall be then forwarded to the Planning and Budgeting Committee that works at the institutional level.

D. Planning and Budgeting Committee

The Planning and Budgeting Committee serves at institutional level with a main mandate to ensure efficient resource allocation process that best satisfies the strategic priorities of the University. The Committee reviews all annual operating business plans and budget proposals of colleges and offices at the University and holds meetings with all deans, directors and managers to ensure that the planned objectives, initiatives and activities are aligned with the institutional strategic plan.

The Committee is formed by the Chancellor, and shall include a faculty member from each of the three largest colleges; Dentistry, Pharmacy and Health Sciences, and Engineering and IT, with at least one of them serving as the Chair or Co-Chair of the Committee.

When reviewing the annual operating business plans and budget proposals, the Committee should take into consideration the feedback and evaluation of the VCAA. The Committee may need to conduct further discussions with the VCAA and/or the Chief Operating Officer pertaining to the key findings, suggestions and recommendations that may involve significant impact on the sufficiency of resources and the overall financial stability of the University, such as the amendment of tuition fees or salary and benefit structure. Finally, the Committee shall present the consolidated budget proposal of the University to the Cabinet along with key recommended changes for endorsement.

Major Budgetary Events

In addition to being involved in the development of the annual planning and budgeting processes, the faculty members must also be involved when the University must respond to major budgetary events that may result from significant positive or negative deviations from the annual budget. Examples of such events include unexpected shortages in funding; significant enrollment increases or decreases; and the additional resources needed during the year due to unanticipated circumstances. Whenever the University experiences such large deviations, the Chancellor will notify the colleges to participate in the development of a response plan to that deviation to ensure maintaining the financial stability of the academic programs, colleges and the whole University. Any recommended actions shall be endorsed by following the same methodology and approval levels explained in previous sections.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/04/2021	Initial Policy	Budget Manager
V 2.0	16/09/2021	To better identify the scope of participation of FM's in the planning and budgeting cycle	Chief Operating Officer

V 3.0	06/12/2021	Participation of faculty members from three largest colleges to be involved in the planning and budget committee	Budget Manager
V 3.1	11/09/2024	The policy has been renewed without changes	Budget Manager

Auxiliary Enterprise Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Purpose

The goal of this policy is to ensure that auxiliary enterprises follow Ajman University's standards and regulations in order to implement the necessary control and supervision on campus.

Scope

This policy applies to all faculty and staff members, students, visitors, and all facilities, including all buildings, land, open spaces, as well as any individual, organization, or business who wishes to use campus facilities.

Definitions

- Auxiliary Enterprises:** are self-sustaining businesses or other support activities with the primary goal of providing specific services to AU's community.
- Self-Supporting** means that revenues (services fees, sales, dedicated general fees, contributions, and investment income) should cover direct and indirect operating expenses, assignable indirect costs, debt services, and capital expenditures.
- The term "Campus Community":** in this policy refers to faculty and staff members, as well as students.

Statement

This policy serves as a guideline for regulating the activities of on-campus auxiliary enterprises. The Office of University Facilities and Services is in charge of controlling, managing, and supervising all business operations on campus. Individual or group tasks involving the production, sale, distribution, and marketing of goods or services are considered business activities. This includes marketing for direct or indirect sales through the use of posters, flyers, handouts, or other promotional material.

Role of Auxiliary Enterprises

Auxiliary enterprises are run as an essential component to support the University's mission of providing high-quality products and services at the lowest possible cost.

Designated Auxiliary Enterprises

Auxiliary enterprises are defined as follows:

Building maintenance, security, cleaning, parking and transportation services, residence Halls, University catering services, printing and photocopying services.

AU Management and Responsibilities

- a. The Office of the Chief Operating Officer, Deanship of Student Services, administrative offices, and the Office of Medical Services, as applicable, will provide administrative and financial supervision to auxiliary enterprises.
- b. Ajman University guarantees that the lessee's use of the leased premises will not violate any restrictions, reservations, or laws governing the leased premises.
- c. AU will provide water and electricity services.
- d. AU is not liable for any business losses that may occur as a result of an electricity or water shortage caused by blackouts, force majeure, extreme weather, or other incidents beyond its control.

Enterprises Responsibilities

The enterprises' responsibilities are summarized in the below list:

- a. The enterprises must ensure that the leased premises and all other products served by AU are handled in a safe and sanitary manner in accordance with the rules and regulations of competent authorities.
- b. Food items must be pre-packaged or supervised by a qualified food service provider if prepared on-site. Local health codes must be followed, and sale of tobacco, alcoholic beverages, or non-halal products is prohibited.
- c. In the event of an emergency, enterprises must allow AU staff to enter the leased premises at any time during or after normal business hours. Such arrangements will not jeopardize the enterprises' use of the leased premises or operations.
- d. The enterprises should expect frequent inspections of the leased premises in order to provide repair services, replacements, or alterations as specified in the lease, as deemed necessary by the University for the improvement and safety of the leased premises.
- e. Enterprises are required to keep the leased premises in good and clean condition, as well as to remove all food waste (from floor and tables) and dispose garbage at their own expense.
- f. Enterprises must not use the leased premises for any purpose other than the agreed-upon business terms with AU.
- g. Enterprises must always have an appropriate security arrangement in place for the leased premises.
- h. Enterprises are not permitted to do anything in or outside the leased premises that may cause AU or any other person harm or annoyance.
- i. Enterprises must comply with any reasonable demand made by AU for the delivery of information, data, or other documentations related to business operations.
- j. Without the permission of AU, enterprises should not keep any hazardous substances, articles, chemicals, or anything else that may endanger human life in the leased premises.
- k. Enterprises may, on occasions, make changes, additions, and improvements to leased premises at their own expense in order to better adapt them to their businesses. However, no changes should be made without obtaining prior written approval from AU, and they should be carried out efficiently by people chosen by the enterprises and approved in writing by AU.
- l. Enterprises must pay all necessary costs for any work done or changes made to the premises that may affect the property, and they must keep all parts of it free of any lien or encumbrance.

Accidents and Damages

If the leased premises or any part of it is damaged by fire, weather, structural defects, or force majeure as defined in AU's fire insurance policy during the term of the contract, the following terms shall apply:

- a) If the leased premises are deemed partially unfit for use, the rent will be deducted for the time the enterprise was closed or suspended until it is refurbished.
- b) Notwithstanding section (a) above, if the architect of AU states, within 30 business days of the damage occurrence, that the premises cannot be repaired or restored in 60 days, either AU or the enterprise may terminate the lease in a written notice given to the other party within 15 days.
- c) If the premises can be revamped within 60 days of the occurrence of such damage, AU will proceed with the work as soon as possible. Any additional period due to delay caused by lock-outs, slow-downs, material or labor shortages, force majeure, extreme weather, or other occurrences beyond AU's control; the rent shall be deducted in accordance with section (a) above.
- d) To meet the University's standards in providing reasonable services to students, all selling prices should be submitted to AU for approval. No alterations or changes shall be permitted after both parties' acceptance of all price lists without the prior approval of AU. When a contract is re-negotiated, a price change request can be submitted to AU and will be subject to approval.

Charges for Goods and Services

The auxiliary enterprises' selling prices, rents, fees, and other charges must be set at an acceptable level to support the operating requirements.

Charges for Services Provided to Auxiliary Enterprises

- a) Auxiliary enterprises are expected to contribute to the costs of physical facilities as well as other direct chargeable support costs associated with their operation. Furthermore, enterprises must pay an appropriate share of the University's other administrative support costs.
- b) Accounts Requirements: Each auxiliary enterprise must use an accounting system appropriate to the type of enterprise it operates. Appropriate information must be available and compatible with the University's financial accounting system.
- c) During each calendar year of the contract, the enterprises shall pay to the University a total rent for the leased premises, as per the agreed upon payment terms.

Monitoring and Reporting Requirements

- a) Auxiliary enterprises should highlight any operational issues raised during the year through an annual report that must be submitted to AU.
- b) Each auxiliary enterprise shall prepare an annual plan explaining its operation for the next fiscal year, as well as an evaluation of how well the auxiliary enterprise serves the needs of its consumers.

Marketing and Advertising Policy

- a) The University's advertising policy applies to all non-university entities and/or commercial businesses wishing to place advertising material on campus.
- b) In general, commercial businesses and non-institutional entities are not permitted to advertise randomly on campus. Flyers, posters, and other marketing materials promoting commercial establishments are prohibited. This includes the distribution of non-university publications on campus.
- c) Private enterprise advertising is only permitted in approved campus publications, newspapers, or magazines.

Acceptable advertisements are classified as follows:

- 1. Advertising for sport and cultural events
- 2. Marketing materials for auxiliary service units and their products
- 3. Other University-owned official publications

Sales

The only body authorized to conduct sales activities on campus is the Office of University Facilities and Services.

Procedures for Commercially Sponsored Businesses at AU

- a) Individuals or businesses wishing to conduct business must first obtain approval from the Office of University Facilities and Services.
- b) Commercial activities will be subject to space availability and must follow the University's guidelines and policies.
- c) Upon confirmation of the availability of appropriate sales space, the Director of the Office of University Facilities and Services will grant or deny permission.
- d) An agreed upon fee payable to AU is required. This fee must be paid to the Office of Finance.
- e) It is prohibited to sell or advertise in direct competition with the University's services, activities, and operations.
- f) Vendors must bring their own table(s), chair(s), and extension cords to display their products. The University may, at its sole discretion, provide limited assistance.
- g) Except as provided in this policy, no newspapers shall be distributed or sold in campus buildings or closed areas.

Procedure for University Sponsored Activities

- a) **Sports:**
 - 1. The Office of University Facilities and Services reserves the right to manage all food, beverages, and other goods at all sports and cultural events held on campus. On a case-by-case basis, the office may delegate this responsibility to another office.

b) Student Unions:

1. Sales by student unions must be conducted entirely by a recognized union. It is not permitted to co-sponsor with a non-university group.
2. The student union must contact the Deanship of Student Services to request permission to sell.
3. Student unions are required to follow all student activities policies regarding sales and fundraising. Funds raised must be accounted for student union's account.

c) Academic and Administrative offices:

1. Academic offices, units, or programs may also have limited authority to conduct sales in conjunction with educational activities. Revenues and expenditures associated with them, including sponsorship of activities and the production and sale of products, must be reported to the Office of Finance.

Solicitation

Any activity by an individual or group that attempts to promote the sale or use of a product or service is considered solicitation.

- a. Campus solicitation (door-to-door or office-to-office) is prohibited.
- b. No funds, prizes, or awards shall be solicited for scholarships, loans, grants, equipment, supplies, or other purposes unless approved by Office of University Facilities and Services.
- c. Private individuals, faculty, staff and students are not permitted to solicit on campus facilities (buildings and grounds).
- d. Personal solicitation through the campus e-mail list is not permitted.

Procedures for Student Sponsored Solicitation

- a. Solicitations by students' unions are permitted, but they must be carried out entirely by a recognized one.
- b. Student unions must contact the Deanship of Student Affairs to request permission to hold a solicitation event.
- c. Student unions must follow all student activity policies regarding sales and fundraising.

Procedures for Alumni and Development

- a. The Office of Alumni must follow the same solicitation policy as any other administrative unit on campus.
- b. The University reserves the right to accept or reject any sponsorship opportunities.

General Considerations

Non-commercial materials or handouts distributed or sold on a person-to-person basis in open areas outside the buildings and other closed structures on campus are subject to the following restrictions:

- a. Except with the permission of the appropriate authority, no stand, table, or booth shall be used for distribution.
- b. Distribution must take place at designated locations, and salespeople are not permitted to walk around campus distributing written materials.
- c. It is not allowed to have any advertisement or other public statements in which the University's name is used in connection with any other organization, business or person in any manner or medium that implies that the University supports, approves, or endorses any product, service, interest, position, or ideology of that organization, business or person.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	University Central Committee
V 1.1	24/10/2011	Policy reread - added procedure for Student sponsored solicitation (student right to sale)	Financial Controller
V 1.2	16/07/2017	Minor change –advertising	Chief Operating Officer
V 1.3	14/06/2021	Minor change – update some terminology	Director of Finance
V 1.4	03/10/2024	Policy revisited - with minor updates	Director of Finance

External Audit Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Purpose

The purpose of this policy is to ensure that Ajman University's external audit practices are maintained and deemed extremely reliable, as well as to detail the procedures for Ajman University's staff members and external auditors while auditing the University's financial operations.

Scope

The external audit is conducted once a year, and its scope is confined to financial statements that involve the accuracy of the University's accounts, financial condition, and compliance with applicable rules and regulations. This policy applies to all audit and review operations conducted for the University's entities by external auditors.

Statement

The policy's value is determined by its objectivity and focus on the efficiency of operations, the effectiveness of procedures, the accuracy of financial information given, and the compliance with applicable standards, laws and regulations.

The external auditor should have full authority to request any information, evidence, report or document that serve the scope of audit and facilitate obtaining reasonable assurance that the financial statements are free of any incorrect statements, whether due to fraud or error, enabling to form an opinion on whether the financial statements fairly represent the financial position and performance of the University and are prepared in all material aspects in accordance with applicable reporting frameworks.

Objective

Ajman University (AU) shall cooperate fully and assist the external auditors mandated with the responsibility of examining and verifying the University's financial and operational transactions. External auditors will have access to any records relevant to the audit process. All external audit activities shall be appropriately authorized, tracked, and communicated effectively and consistently.

Approval of External Auditors

The external audit firm shall be approved by the Board of Trustees, who shall consider the following aspects when selecting an audit firm:

- The audit firm's professional credibility;
- Its capability to adhere to generally accepted auditing standards;
- The knowledge, qualifications and experience of the engagement team members;
- Independence of the external auditor;
- The audit firm's quality of service and its pricing structure.

Procedures

The audit process will normally consist of the following phases:

a) Notices:

1. The audit firm is required to notify AU in advance of the proposed audit works. The Director of Finance shall be notified by the audit company about the schedule of the audit, review, or site visit.
2. This notice should specify the scope and objective of the audit, in addition to the start and end dates of the work.
3. Upon receiving such notification, the Chief Operating Officer and the Senior Audit Manager shall be notified immediately.

b) Audit Visits:

1. The audit visit's objective is to determine the audit's purpose, scope, and timeframe, as well as the information necessary by the external auditors and the physical facilities required. This initial meeting will include management and administrative staff who will be involved in the audit and will ensure proper communications.
2. The pre-visit will assist the auditor in planning and ensuring that adequate attention is paid to critical audit areas, identifying potential problems on a timely basis, organizing and managing the assignment effectively, assisting in the selection of team members, and facilitating the coordination of audit works performed.

c) Fieldwork:

1. It is critical that the Director of Finance maintains communication with the external auditor during the audit period in order to facilitate the process by ensuring that they obtain the correct information and correct any inaccuracies that may have been provided.
2. At the external auditor's request, the Director of Finance will schedule interviews, get necessary documents, respond to inquiries, and finalize statements.
3. The external auditor will conduct a review of procedures, manuals and business processes, as well as conduct compliance testing and evaluate the adequacy of internal controls.
4. All audit findings requiring a formal response will be submitted to the Director of Finance by external auditors.
5. All audit reports and responses should be kept in a working file specified for each audit. The Office of Internal Audit will prepare related correspondences and keep them in a central file that will be subject to AU records retention guidelines.

d) Exit Audit Visit:

1. In the exit meeting of the audit visit, the external auditor will inform AU management of the audit findings, clarify possible misunderstandings, and identify any issues that are unresolved. The external auditor may submit a draft report of the audit findings and request a scheduled response.

2. Upon receiving the draft report, the Director of Finance will distribute copies of the draft report to the concerned offices and coordinate the management responses.
3. The Chief Operating Officer will review and approve all responses to the draft audit report prior to submission to the external audit firm.

e) Final Audit Report:

1. The external auditor issues a final report after receiving replies to the draft report based on the exit meeting.
2. Copies of such report shall be sent to the Chief Operating Officer and the Chancellor before being submitted to the Board for endorsement.
3. All audit findings and recommendations must include a corrective action plan.
4. Every effort should be made to put recommendations into action within six months of the report's release date.

Responsibilities and Authorities

a) Director of Finance

1. Keeps track records of the external audit activities.
2. Arranges for all appropriate campus representatives to attend a formal audit visit to clarify the scope of the audit, expected audit methods, and required records and information.
3. Answers inquiries and offers guidance.
4. Notifies the senior management if there are any major situations that demand rapid attention.
5. Schedules an exit audit meeting to review results and make suggestions.
6. Distributes copies of the draft audit report to the relevant offices for written replies.

b) Senior Internal Audit Manager

1. Assists the Director of Finance with external audit arrangements.
2. Monitors the audit's recommendations for implementation.

c) Deans, Directors and Managers

1. Work with the staff to coordinate requests for specific information or interviews.
2. Send the Director of Finance all draft and final audit replies for evaluation.
3. Carry out audit recommendations that have been agreed upon.

d) Other Employees

1. Shall be cooperative and professional when interacting with auditors.
2. Shall assist the auditors with particular requests and answer the auditors' queries.
3. Shall not give out any information that isn't relevant or requested.
4. Shall inform the Director of Finance if an auditor's work is extending beyond the audit's defined scope.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial Policy	University Central Committee
V 1.2	16/07/2017	Minor change –added clause for audit visit	Chief Operating Officer
V 1.3	23/06/2021	Minor change – update some terminology	Director of Finance
V 1.4	03/10/2024	Policy revisited - with minor updates	Director of Finance

Financial Guarantee Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of Finance
Approved By	Chancellor	Effective Date	October 2024
		Next Review Date	October 2027

Purpose

This policy aims to establish standards for stakeholders and suppliers who provide the University with services, commodities, or payments in order to mitigate any financial risks. This policy also specifies a set of rules for managing and maintaining current and approved bank guarantees for the University's operations.

Scope

This policy applies to all contracts, projects, agreements, and other regulatory requirements in which the University agrees to meet specific financial responsibilities due to third parties, such as suppliers, contractors, creditors, regulatory bodies, and other stakeholders.

Statement

This policy, as well as the processes associated with it, are intended to govern all financial activities related to financial guarantees. The University's financial guarantee policy governs its financial activities and should be matched with its objectives in order to maintain its operational and financial integrity as a prominent higher education institution.

Ajman University maintains sufficient liquid funds, investments, and positive cashflows to fulfill all academic and learning needs, research activities, infrastructure improvements, and other capacity expansion and capital investment projects. The University will always make every effort to avoid or minimize the use of external debt to fund its operating activities and regular capital investment projects, which will be funded entirely from internal sources, thereby strengthening the University's financial position and ensuring its financial sustainability.

Financial Guarantees

A financial guarantee aims to ensure that the University's financial obligations are met on time, and it could be used to protect the rights of different parties. The financial guarantee can be proven by demonstrating the University's financial ability to meet its obligations, and it can also be demonstrated by a local bank issuing a bank guarantee in favor of a third party to accomplish the same goal.

When suppliers, contractors, or other stakeholders ask for proof of financial strength and stability, the University takes the following steps:

- Providing the stakeholder with a proof of adequate financial resources, positive cashflows, and other short-term assets that can be used to meet the any financial obligations.
- If the beneficiary still requires bank guarantees as part of their contractual obligations, the University can provide bid bonds, advance payment bonds, performance bonds, and other types of bank guarantees to suppliers, contractors, and other stakeholders.
- In addition, the University takes the following steps to strengthen and improve its financial position:

1. Any excess funds are invested in highly liquid investments at local financial institutions to generate additional sources of income to meet any obligations and support all operating and capital investment needs.
 2. A sufficient safety cash margin for operational activities is kept to cover any unexpected events that may arise during business operations.
 3. In addition, it keeps a sufficient contingency fund in its annual budget to cover any unexpected operational or capital funding requirements.
- d. Furthermore, AU has to maintain an updated financial risk management policy in which credit risk, liquidity risk, accounts receivable risk, and other business risks are regularly monitored and assessed, and suitable control measures are implemented.

Issuance of Bank Guarantees

The following steps shall be followed upon issuing bank financial guarantees in favor of any beneficiary:

- a. The authorized line manager of the requesting unit (college or office) informs the Office of Finance that a bank guarantee is required.
- b. All supporting documents, including all information of the required bank guarantee, contracts, type of guarantee, purpose, value, currency, beneficiary details, address, validity, and any other applicable terms and conditions, must be presented to the Office of Finance.
- c. The Office of Finance completes the necessary request forms, enters the transaction into the system, and sends it to the authorized signatories for approval.
- d. Once the authorized signatories approve the bank guarantee request, it will be sent to the bank for processing and issuance.
- e. The Office of Finance collects the bank guarantee and hands it over to the authorized person of the requesting unit

Tracking and Closure of Bank Guarantees

Bank guarantees must be registered and maintained on regular basis to verify that they are still valid; otherwise, they must be terminated immediately to avoid any bank charges. To ensure this is done smoothly, the following procedures must be taken:

- a. The Director of Finance maintains a consolidated register of the issued bank guarantees.
- b. All bank supporting documents of issued bank guarantees are archived in a secure location.
- c. The Office of Finance shall assess all of the issued bank guarantees on a monthly basis to determine whether their validity is still required.
- d. The beneficiary must provide proof of completion in order for the issuing bank to proceed with the bank guarantee cancellation processes.
- e. Once the purpose of issuance has expired, bank guarantees must be terminated immediately (i.e. the project is completed, the services are performed...etc.).
- f. The proof of completion shall be obtained from the beneficiary in order to proceed with the bank guarantee cancellation process.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	04/07/2021	Initial Policy	Director of Finance
V 1.1	22/07/2021	Amended	Chief Operating Officer
V 1.2	03/10/2024	Policy revisited - with minor updates	Director of Finance

Sustainable Investment Policy

Policy Owner	Chief Operating Officer	Responsible Office	Office of COO
Approved By	Chancellor	Effective Date	January 2022
		Next Review Date	January 2025

Introduction

Ajman University is a socially responsible institution that promotes community engagement, environmental sustainability and global citizenship while supporting the needs and challenges of the local and global community. In line with the University's core values, the Sustainable Investment Policy sets forth the University's approach to sustainable investment.

Purpose

This policy sets the principles of ethical investment; it guides investment decisions and sets governing procedures consistent with the University's social responsibility core value.

Overview

AU strives to decrease any possible negative influence from its investment returns. This policy ensures sustainable practices are embedded in the decision-making process while taking into consideration the following Environmental, Social and Governance (ESG) factors:

- A. Climate change and carbon footprint.
- B. Equal and affordable higher education.
- C. Gender and racial equality.
- D. Plastic and waste disposal.

Scope

This policy applies to all investment opportunities, initiatives, partnerships, existing and new operating activities of all colleges, offices and centres of Ajman University.

Policy Statement

AU Community members engaging in any investment activities, new business opportunities or partnerships should implement the following principles:

- A. Manage funds sustainably to benefit current and future community members.
- B. Embed sustainable practices into all decision-making processes and ensure they reflect ESG factors as well as AU's core values.
- C. Ensure all investments have a positive impact on community members, society and the environment.
- D. Maintain transparency in all investment decisions.
- E. Disclose any new information regarding new or existing investments.
- F. Minimize investment activities that have a negative environmental impact.
- G. Reduce investment risk through diversification.

- H. Regularly assess investment returns and risks.
- I. Reduce resources consumption through recycling and waste management.
- J. Research and implement new sustainable investment ideas on continuing basis.
- K. Lead by example and positively influence all other entities.

Governance

AU is committed to take financially sustainable investment decisions, being one of the top institutional priorities; by embedding sustainability into all operational and financial activities to ensure performing as a socially responsible institution, where all business activities have a positive impact on individuals and communities. As a reflection of that, the Board of Trustees' Financial Sustainability Committee is mandated to oversee all investment decisions of the University to ensure that all operating activities, processes, supply chains, investment opportunities and partnerships are sustainable, socially responsible, environmentally friendly and of great value to the community.

Operations

The University is committed to use its investments to support environmentally and socially positive activities, thus contributing to a more sustainable global financial system. Operational processes shall focus on incorporating sound sustainability criteria in the following areas:

1. Procurement Activities:

The overall objective of the University's procurement activities is to maintain active relationships with vendors to enable timely and uninterrupted supply of goods and services at the best value for money, while considering the social and sustainable environmental factors. This shall be achieved by sourcing the needed goods, services and works with an appropriate quality and at the most economically advantageous terms reasonably available to the University. Agreements shall consider suppliers who meet and promote ethical trading standards and have a minimal environmental impact in their supply chain.

2. Energy Through Buildings and Infrastructure:

All buildings or renovated infrastructures on campus shall be constructed using sustainable resources and energy saving solutions, along with an integrated Building Management Systems (BMS's) to manage the internal environmental condition of the building and make it more secure and energy- efficient. This practice will be effective in reducing the carbon emissions from the usage of electrical equipment, HVAC systems, ventilation, elevators, plumbing and water usage monitoring, lighting and fire alarm systems.

3. Water and Circular Economy:

Waste water that is generated on campus as a result of the University activities, shall not be disposed into the sewerage infrastructure before recycling most of it and reusing it as part of sustainable environmental practices. The University shall maintain its own water treatment facility on campus, which shall be used to treat the waste water through the reduction of suspended solids and biodegradable organic matter to an acceptable limit. This aims at improving the capability of producing treated water that meets the standards for water reuse in volume and quality. All the treated effluent shall be used for irrigation of the green areas, plants, flowers, and fruit bearing trees on campus.

4. Renewable Energy Sources:

The University has to maintain a long-term and ongoing plan to invest in energy optimization solutions across all campus buildings; including the adoption of BMS's, use of solar panels and other alternatives that aim at increasing the efficiency of electrical power usage and lowering carbon footprint.

5. Waste Reduction Solutions

The University shall invest in solutions that would help the community members to effectively reduce waste such as:

- Reduction of paper waste by adopting paperless policies and implementation of digital processes, data software and other digital solutions.
- Reduction of food waste by adopting soil composting initiatives and using it to fertilize on campus green areas.
- Invest in programs that help in collecting and recycling electronic waste.
- Invest in waste recycling bins to be spread across campus.
- Partnerships with local authorities to engage in community campaigns for beach and desert cleaning, awareness sessions for waste reduction and lowering carbon footprint, tree planting and waste recycling.

Endowment Funds

As part of AU's strategic financial vision, endowment funds shall be considered as an enabler to strengthen the University's capabilities of supporting needy students on ongoing basis. Therefore, the University has to maximize the contributions from its donors in form of endowment funds, which shall be invested to achieve that goal, while ensuring excellence in research and education for the benefit of society.

1. The University is committed to secure a sustainable source of endowment funds for students to ensure equal opportunities in education for all its students and to maximize the continuity of financial support in the long run.
2. This commitment shall be supported at the leadership level. The BoT's Financial Sustainability Committee is mandated to monitor the long- and short-term financial activities and develop solid plans to ensure the continuity of financial grants, sponsorship and fundraising.
3. Certain targets for fundraising shall be included in the short- and long-term financial plans of the University and reflected into the Performance Contracts (PC's) of respective directors and managers of the units involved.
4. Endowment funds shall be invested in long-term investments that have the lowest possible risk levels and generate stable returns that are sufficient to support needy students on continuing basis.
5. The University shall utilize the majority of its future funding from donors in endowed funds. The Office of Development shall coordinate and manage fundraising activities to provide support for Ajman University operations, special programs, endowments and scholarships.
6. Certain percentage of investment returns shall be maintained in special reserve to hedge against any potential fluctuations in returns and ensure sustainability of funding.

Thamer Fund for Educational Solidarity

The University is committed to being an inclusive environment providing quality education and innovative teaching to national and international students from all social classes. The University shall support this commitment throughout maintaining different funds, initiatives and sustainable investments.

1. AU has set up the Thamer Fund for Educational Solidarity that relies on generous charitable donations from external and internal donors that are used to support the University's needy students on continuing basis.
2. The Thamer Fund Building represents one of the main sustainable sources of income that is dedicated to support the fund, using the proceeds generated from the rental of residential units of the building.
3. The University has to regularly monitor its returns from such investment and expand the funding sources to ensure the continuity of this support as one of its main commitments to its students and the community as a whole.

Reporting and Review

The Office of Chief Operating Officer is responsible for policy implementation, reporting compliance and improvement initiatives.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/01/2022	Initial policy	Chief Operating Officer

Vehicle Acquisition Policy

Policy Owner(s)	Chief Operating Officer	Responsible Office	Office of University Facilities
Approved By	Chancellor	Effective Date	July 2022
		Next Review Date	July 2025

Introduction

Ajman University is committed to ensuring Community member's wellbeing by reducing the safety risks associated with using AU vehicles, maximizing the quality of services and comfort of stakeholders, minimizing the environmental impact and optimizing the usage of resources.

Purpose

The purpose of this policy is to set guidelines and requirements needed for efficient vehicle acquisition cycle in order to meet all safety requirements, reduce the running costs of the used vehicles, and minimize the risk of losses, damages and claims against the University.

Scope

This policy applies to the acquisition of all Ajman University's vehicles; whether a replacement of old vehicles or an addition of new vehicles that are used for student transportation, University's official duties, field trips, and other business-related transportation activities.

Policy Statement

Vehicles shall be replaced when any of the following conditions is met:

- A. Depending on the intended use of the vehicle, it shall be replaced once it exceeds the life cycle or mileage mentioned in the table below, whichever is sooner.

Intended Use of Vehicle *	Life Cycle	Mileage
VIP Vehicles	8 years	400,000 km
Logistics Vehicles	12 years	400,000 km
Truck and Pickup Vehicles	15 years	500,000 km
Passenger Vehicles (Student Buses)	15 years	500,000 km

- B. The average annual cost of the vehicle's repair and maintenance exceeds the annual depreciation expense of replacing the vehicle by a new one of the same brand, type and the latest model.
- C. The vehicle is in poor operating condition, not fit for use, puts the driver and/or passengers at risk or represents a source of safety risks for road hazards and crashes.
- D. Replacement of University's vehicles can be prioritized and implemented gradually, taking into account the impact on cost, availability of resources and cash flows, classification of the vehicle, its life cycle and mileage.

** The classification of vehicles into these categories shall be decided by the Transportation Unit, based on the intended use of the vehicle and in coordination with the COO.*

Authorization Of Acquisition

Authorization to acquire a replacement or additional vehicle must be granted by the Chief Operating Officer, prior to any vehicle purchase. Sufficient budget should be specifically available under the "Motor Vehicles" line item of the CAPEX Budget of the requesting unit. Acquisition of any vehicle should follow the standard procurement cycle, as per the Procurement and Stores policy.

Vehicle Specifications

- E. The acquisition of any vehicle shall be made in light of the following considerations:
1. The purpose and frequency of usage: the vehicle should be appropriate for the intended use; including the expected distance of trips, nature of the official business purposes, guests, students or employees.
 2. Price, brand, model and specifications for the intended use.
 3. Vehicle's record for reliability, low maintenance costs and fuel consumption.
 4. A 3-year warranty and maintenance contract from the date of purchase should be provided when acquiring any new vehicle. The terms of insurance should also include agency repair for the same period.
 5. By default, vehicles should be replaced by new ones of the latest models, same brand, similar capacity, specifications and body type, unless there is a reasonable justification to change, and taking into account the above mentioned considerations.
- F. If a College's or Office's productivity is being affected due to the lack of vehicle availability or the frequent need for renting an external vehicle, the College or Office may request the acquisition of an additional vehicle to increase the operating capacity of the existing fleet of vehicles. The request shall be duly approved as part of the annual budget of the respective College or Office. In all cases, the request must be justified with an appropriate evidence and should be approved by the Chief Operating Officer.

Vehicle Disposal

- a. The Office of University Facilities and Services - Transportation Unit shall arrange the disposal of all University vehicles that are no longer needed or are scheduled for replacement and shall update all records accordingly.
- b. Vehicles being replaced shall be sold on auction basis to guarantee the highest resale value in coordination with the Office of Procurement and according to the fixed asset disposal cycle as stipulated in the Procurement and Stores policy.
- c. Office of University Facilities and Services - Transportation Unit shall arrange for the termination of registration, return of license plates and payment of any due fees such as tolls, parking or fines.



Vehicle Maintenance

Drivers are responsible to ensure that the vehicle in use is safe and in a good working condition at all times. Any necessary maintenance, damage or repair works shall be carried out through the Transportation Unit only.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/07/2022	Initial policy	Chief Operating Officer

10. Legal Compliance and Public Disclosure



جامعة عجمان
AJMAN UNIVERSITY

Transparency and Institutional Integrity Policy

Policy Owner(s)	Legal Advisor	Responsible Office	Legal Office
Approved By	Chancellor	Effective Date	June 2022
		Next Review Date	June 2025

Policy Statement

Ajman University is committed and advocates transparency and institutional integrity in its day-to-day affairs and decisions when dealing with faculty, staff, students, external establishments, and the community at large. This commitment reinforces and forms the foundations of the University's approach to the provision of an environment of quality teaching and learning, as well as strengthens trust and confidence in the institution. To foster transparency and integrity, Ajman University has policies and procedures clearly in place to ensure that members of its community abide by legal and ethical standards in line with applicable rules and regulations. These policies and procedures shall form the guiding principles upon which the University shall rely to function with transparency and integrity in its financial, academic, and personal affairs, by promoting honesty, ethical code of conduct, disclosure and accessibility of information, responsibility, fairness, and respect.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	22/12/2019	New policy	Legal Advisor
V 1.1	29/06/2022	The policy has been reviewed and there are no changes required.	Legal Advisor

Intellectual Property Policy

Policy Owner(s)	Legal Advisor	Responsible Office	Office of Legal Affairs
Approved By	Chancellor	Effective Date	July 2024
		Next Review Date	July 2027

Purpose

This policy provides guidance for all AU employees and students (undergraduate and graduate) with respect to Intellectual Property. Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within the University.

Scope

This policy applies to all AU employees and students at Ajman University.

Definitions

In the implementation of the provisions hereof, the following terms and phrases shall have the meanings assigned for each of them unless the context requires otherwise:

The State: United Arab Emirates.

The Ministry: The Ministry of Economy.

The Minister: The Minister of Economy.

Work: Any creative product in the field of letters, arts or science, of whatever type, expression method, significance or purpose.

Author: A person who creates a Work, whose name is mentioned on a Work or to whom a Work is ascribed for being its owner, unless otherwise established. An Author of a Work also includes any person who publishes a Work without a name or under penname or in any other way; provided that the Author's true identity is not a matter of doubt. Should a doubt exist, the Work's publisher or producer, whether a natural or legal person, shall be deemed a representative of the Author in exercising his rights until the Author's true identity is recognized.

Innovation: An innovative attribute grants the Work a sense of authenticity and distinctiveness.

Holders of Neighboring Rights:

Performers, producers of phonograms and Broadcasting Organizations, pursuant to the provisions of the Federal Decree-Law No. 38 of 2021 on Copyright and Neighboring Rights.

Performers: Actors, singers, musicians, dancers and other persons who recite, chant, play music or perform in any other manner any literary or artistic Works or any form of folkloric expression, whenever the same are protected under the provisions of the present Decree-Law or falling within the public domain.

Producer: Audiovisual Work and undertaking the responsibility for such production.

Broadcasting Organizations: Any entity that transmits wireless audiovisual or audio broadcasting.

Broadcasting: A means for transmitting or embodying sounds or images and sounds via wireless means to be received by an audience, including, among others, any similar transmission made via satellites or the transmission of encrypted signals if the Broadcasting Organization provides the encryption tool or makes it available based on its approval.

Publication: Making a Work, audio or visual recording, Broadcasting program or any performance available

to the public by any means.

Copying: The making of one or more copy of a work, sound recording, broadcast program, or any performance in any manner or form, including loading or permanent or temporary electronic storage, regardless of the method or device used in copying.

Industrial property: The rights related to patent, utility certificate, design, integrated circuit, and undisclosed information.

Invention: An innovative idea conceived by an inventor in any technical field in relation to a product, a method of manufacturing, or both of them, in a way that practically leads to new addition or a solution to a specific problem in such field.

Patent: The protection deed granted by the Ministry to invention.

Utility certificate: The protection deed granted by the Ministry to inventive step that is insufficient to qualify for patent eligibility.

Statements

A. DISCLOSURE TO THE UNIVERSITY OF ANY AND ALL COPYRIGHTS, WORKS, TRADEMARKS AND INVENTIONS

The employee/student shall promptly communicate and disclose in writing to the Dean of Research and Graduate Studies any and all trademarks, inventions, copyrights and works, in the literary, artistic or scientific domain, of whatever type, manner of expression, significance or purpose, which are made, conceived, developed or reduced to practice by the employee/student alone, or jointly with others, during the time of his/her employment/study at the University.

B. COPYRIGHTS AND NEIGHBORING RIGHTS

1. Author's Moral Rights

According to article 5 of the Federal Decree-Law No. 38 of 2021 on Copyright and Neighboring Rights:

1. The Author and his/her universal successor in title shall enjoy moral rights to the Work that are not subject to prescription or assignment.
2. The rights of the Author and his/her universal successor, referred to in Clause (1) above, to the Work shall be as follows:
 - a. Publication of the Work for the first time;
 - b. Ascription of the Work to his/her Author;
 - c. Objection to any modification to the Work if the same would lead to distortion and mutation of the Work or taint the Author's reputation; and
 - d. Submission of an application to the Civil Court to recall the Work from circulation, based on reasons justifying the same, except for smart applications, software and software applications.

2. Financial Rights

In accordance with article 9 of the Federal Decree-Law No. 38 of 2021 on Copyright and Neighboring Rights, the employee/student hereby assigns his/her financial exploitation rights in all such works (mentioned in A), to the University or to a third party designated by the University, for thirty years, to

use it anywhere and everywhere, and for any purpose chosen by the University. In case of commercialization, the University and the employee/student will each contribute equally to the costs and share the profits equally as well. The same provision is applicable to courses developed by faculty, including courses delivered online or in blended mode, if the course distribution rights are sold or a course is offered for sale outside the institution for non-enrolled students on a commercial platform or for other commercial purposes.

C. PATENTS

When the employee or the student discovers a new invention or discovery during the time of his/her employment/ study at the University, s/he assigns to Ajman University or any third Party designated by Ajman University, any Patent or utility certificate or the application thereof, in accordance with article 21 of Federal Law No. (11) of 2021 On the Regulation and Protection of Industrial Property Rights. In case of commercialization, the University and the employee/student will each contribute equally to the costs and share the profits equally as well. The same provision is applicable to courses developed by faculty, including courses delivered online or in blended mode, if the course distribution rights are sold or a course is offered for sale outside the institution for non-enrolled students on a commercial platform or for other commercial purposes.

D. TRADEMARKS

The employee/student hereby assigns all trademarks mentioned in A to the University or to a third party designated by the University. In case of commercialization, the University and the employee/student will each contribute equally to the costs and share the profits equally as well. The same provision is applicable to courses developed by faculty, including courses delivered online or in blended mode, if the course distribution rights are sold or a course is offered for sale outside the institution for non-enrolled students on a commercial platform or for other commercial purposes.

E. THE INTELLECTUAL PROPERTY RIGHTS APPLICATION

As to such Intellectual Property, upon request of the University, the Employee/student shall:

1. execute all documents and provide all assistance necessary or proper to enable the University to record and defend the Intellectual Property and to enable the University to file and prosecute patent, copyright, and trademark applications in the UAE and any foreign country to the extent applicable; and
2. do all other things (including the giving of evidence in suits and proceedings) to obtain, maintain and assert patents, copyrights, trademarks or other rights in such Intellectual Property.

F. INTELLECTUAL PROPERTY RIGHTS UPON TERMINATION OR EXPIRATION OF STUDY AND/OR EMPLOYMENT

Immediately upon termination or expiration of his/her study/ or employment at the University, the student/employee shall deliver to the Dean of Research and Graduate Studies, without further claims - all Teaching material and Intellectual Property (including all copies and extracts thereof and/or stored electronically on any medium) which are then in his/her possession or under his/her control. All of them belong to the University. Article B-2 applies.

G. PHOTOCOPYING AND COPYING

Pursuant to article 22 of the Federal Decree-Law No. 38 of 2021 on Copyright and Neighboring Rights, without prejudice to moral rights of the Author stipulated in this Decree-Law, and in a manner not contradicting the normal utilization of the Work and causing no harm to lawful interests, the

employee/student, after publishing his Work, may not prevent third parties to:

1. Make a single copy of the Work for personal and non-commercial or professional use of the copier, excluding the following:
 - a. Works of fine and applied arts, unless they are placed at a public place, with the consent of the right holder or his successor;
 - b. Works of architecture if permanently standing at public places; and
 - c. Software, software applications and databases, except as indicated in Clause (2) below.
2. Make a single copy of software, software applications or databases by their rightful holder and for his sole use to quote from; provided that such action is made within the limits of the licensed purpose or for the purpose of retention or substitution when the original copy is lost or damaged or became invalid for use; provided that the reserve or derived version is destroyed even if it was stored or loaded in a computer as soon as the right of acquisition of the original copy is no more valid.
3. Copy from protected Works to use them in legal proceedings or the like, within the limits required by such proceedings; provided that the source and the Author's name are mentioned.
4. Make a single copy of the Work with acknowledgement of a documentation or archiving house, libraries or documentation centers, which do not seek direct or indirect profit, in one of the following cases:
 - a. Copying must be for the purpose preserving the original version or to substitute a version lost, destroyed or became unsuitable for use and it is impossible to obtain a substitute thereof based on reasonable conditions.
 - b. The purpose for copying must be in response to a request of a natural Person to use it either in research or study; provided that the same is made for one time or for interrupted periods of time where a copying license became impossible in accordance with the provisions of this Decree-Law.
5. Quote short paragraphs, excerpts or analysis of the Work, within reasonable normal ranges, for the purpose of criticism, discussion or information; provided that the source and the Author's name are mentioned.
6. Perform the Work in family meetings or by students in an educational institution against no direct or indirect charge.
7. Present Works of fine, applied, plastic or architectural arts in broadcasting programs if such Works are permanently existing at public places.
8. Copy short parts of a Work in a written, audio-recorded or audiovisual-recorded form for educational, cultural, religious or vocational training purposes; provided that copying is made within reasonable limits and does not go beyond the purpose thereof; meanwhile, the Author's name and the Work title are mentioned whenever possible and the copier may not aim at making direct or indirect profits; provided that the license for copying is unobtainable in accordance with the provisions of this Decree-Law.
9. Copying shall be an incidental inseparable part of the transmission of a Work via a medium or network between other parties, or within a process rendering a legal version of the Work digitally stored and accessible.

10. Copying shall be made by a person licensed by the right holder or by law to process the transmission or the process referred to in Clause (9) above.
11. Copying shall be made among technological accidental imperative steps to perform a project, in a manner that ensures the automatic deletion of the copy and renders it irretrievable for any other purposes, except for the purposes set out in Clauses (9) and (10) above.

H. GOVERNING LAW

Intellectual Property rights shall be governed pursuant to the UAE legislations.

I. COMPETENT COURTS

In case of any litigation, only UAE Courts are competent to hear cases arising out or related to Intellectual Property rights.

Miscellaneous

- A. This policy supersedes and replaces any other old related policies, procedures, minutes of the meeting, manuals, handbooks, and bylaws. However, in case of any conflict between the Policy and the contract, the latter prevails.
- B. The Office of VCAA is responsible for handling any issues that might arise and are not covered in this policy, and raise recommendations to the Chancellor for his final discretion.
- C. Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all employees/students one day after posting the updated Policy on the website, or sending the updated version by email. The employee/student shall comply with the updated Policy since its effective date.
- D. Any exceptions to any clauses of this policy must be well justified and escalated to the Chancellor for approval.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	24/10/2010	Initial policy	University Research Council
V 2.0	03/09/2017	New Policy – sets clear ownership arrangement for all member of the University community	Legal Advisor
V2.1	08/03/2021	The Policy has been updated in line with three UAE Laws: Law on Federal Law No. 7 On Copyrights and Related Rights. Law on Trade Marks. Federal Law No. (31) For the Year 2006 Pertaining to The Industrial Regulation and Protection Patents, Industrial Drawings, And Designs.	Legal Advisor
V2.2.	10/7/2024	The Policy has been updated in line with three UAE Laws: this: 1- Federal Decree-Law No. 38 of 2021 on Copyright and Neighboring Rights. 2- Federal Decree-Law No. 36 of 2021 on Trademarks. 3- Federal law No. 11 of 2021 on the Regulation and Protection of Industrial Property Rights.	Legal Advisor

Publications Policy

Policy Owner	Director of Office of Strategic Communications, Marketing and Student Recruitment	Responsible Office	Office of Strategic Communications, Marketing and Student Recruitment
Approved By	Chancellor	Effective Date	June 2022
		Next Review Date	June 2025

Purpose

The purpose of this policy is to ensure that the information produced by the University is consistent across all media and production processes, and most importantly to ensure quality and brand integrity for all printed materials that represent the University. This policy concerns all that is related to the updating, publishing, and archiving of University general publications, which entails catalogs, manuals, brochures, announcements, invitations, newsletters, advertising, and website content.

Statement

It is the policy of the University that all communications activities are the responsibility of the Office of Strategic Communications, Marketing and Office of Strategic Communications, Marketing and Student Recruitment. These activities may include but are not limited to: print and digital publications, advertising, logo and brand identity, press releases, social media, and AU website. This will ensure that Ajman University communication activities are coordinated through one central office. No other party or person shall be authorized to issue or release any of these activities without the prior approval from the Office of Strategic Communications, Marketing and Student Recruitment in order to promote and protect AU brand.

Printing and publishing

All University published or reproduced material must be coordinated through the Office of Strategic Communications, Marketing and Student Recruitment. This entails publication or printing material used for internal or external distribution to provide information about the University or promote its programs, activities, and services. This includes, but not limited to: Periodicals, press articles, manuscripts, brochures, and booklets, which convey the University official statements of rules and regulations.

In addition, the Office of Strategic Communications, Marketing and Student Recruitment is the sole point of contact for printing University stationery items, such as letterhead, envelopes and business cards; office forms for internal use; and other printed materials. Changes to AU stationary format, or request for a special design, shall require the approval of the Vice-Chancellor for Communication and Community Affairs.

For all institutional documents such as Catalogs, Manuals, and Handbooks, the Office of Institutional Planning and Effectiveness (OIPE) is responsible to update the print versions as well as the material presented on the AU website. Prior to been published and made available in both print and electronic publications to students, faculty, and staff; institutional documents are reviewed periodically to ensure their validity and accuracy.

Advertising

All advertising that encompasses, television, newspapers, radio, magazines, flyers, and posters; must comply and be based on templates and formats made available by AU design team and pre-approved by the Office of Strategic Communications, Marketing and Student Recruitment. When dealing with external agencies

the Office of Strategic Communications, Marketing and Student Recruitment has the authority to decline or terminate publications of material that does not comply or adhere to these templates and formats.

AU Web-Site

The University's official website is managed by the Office of Strategic Communications, Marketing and Student Recruitment, who shall be working with AU deans, department heads, office directors and managers, to create websites, design material and develop marketing strategies, for their respective units. The purpose of the AU website is to provide high-quality information about each college's mission, educational opportunities, services, academic programs, course content, events, and community offerings.

Social Media

AU recognizes the role of social media as a means to foster communication and the exchange of information with its community and the public. For this purpose, AU authorizes its colleges, departments, and offices to only use its official social media accounts and staff members must not use AU social media accounts for their own personal benefit, nor shall they use their personal social media accounts to give the appearance of officially representing the University. Whenever social media is used, the following protocol should be observed:

- Conform to best practices and policy usage.
- Clear transparency of position and role of staff at the University.
- Confidential or proprietary information about the University, students, employees, or alumni shall not be posted.
- The terms of service of any social media platform shall be observed.

Recruitment

Faculty and staff wishing to contact media for recruitment purposes, promotion of events and programs shall coordinate with the Office of Strategic Communications, Marketing and Student Recruitment. This policy is not intended to impede AU faculty and staff's access to the press or freedom to make public statements.

AU Logos and Brand

AU logo is more than a graphic and tag-line alone, it is a concept that shapes and defines the University. To ensure consistency in the promotion of the Ajman University brand, no logo or symbol incorporating the name of the University, colleges or Units, can be developed without prior approval from the Office Of Strategic Communications, Marketing and Student Recruitment to avoid errors and misrepresentation of institutional identity elements. The AU logo should appear on all print, video, and electronic media produced by AU offices or student services to promote AU.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	19/11/2018	Initial policy draft	Marketing Communication Manager
V 1.1	02/09/2019	Final Approved Policy	Vice Chancellor for Advancement and Communication
V 1.2	29/06/2022	Minor change – The Office of Marketing and Communications has been changed to the name of the restructured office, Office of Strategic Communications, Marketing and Student Recruitment.	Acting Director, Office of Strategic Communications, Marketing and Student Recruitment

Communications and Social Media Policy

Policy Owner(s)	Vice-Chancellor for Communication and Community Affairs	Responsible Office	Office of Strategic Communications, Marketing and Student Recruitment
Approved By	Chancellor	Effective Date	December 2022
		Next Review Date	December 2025

Whether you are hosting an event or creating materials for your college/ office/ unit at Ajman University, the Office of Strategic Communications, Marketing and Student Recruitment has policies, procedures, guidelines, and templates to assist in your efforts.

Before making a request, please review the Office priorities and policies for event promotion and design support. If your request matches these criteria, we are excited to partner with you in raising Ajman University's reputation and visibility.

While our office priority is to support university-wide events and to design publicity campaigns that promote AU's overall mission and vision, we are very pleased to provide self-help resources to help you create your in-house initiatives.

The Office of Strategic Communications, Marketing and Student Recruitment has the great responsibility of promoting Ajman University on the global map of higher education. The following are our top strategic priorities which support the objectives found in AU's [strategic plan](#).

- Initiate and disseminate publicity campaigns that foster our rankings and reputation.
- Recruit future students by marketing AU's strengths and major activities to vast audiences. Such traits and events include global ranking, international accreditation, annual admissions campaign, as well as AU's signature campus events like Convocation, Commencement, the Annual Dinner, Global Day, Demo Day, Honors Assembly, etc.
- Celebrate and promote major milestones in the University's journey of excellence, i.e. international achievements, global accreditations, donor initiatives, major awards, and notable research initiatives.
- Design materials for QS publications and events, as well as for other key outlets that raise the local, regional, and global profile of AU.
- Select and distribute promotional items featuring AU branding at special events and sponsorships.
- Distribute news releases and write stories that help AU realize its vision of becoming one of the leading universities in the Arab world for its cutting-edge learning environment, impactful research, responsible outreach, and community engagement.

If your request for any marketing material meets the criteria outlined in our policy and matches AU's strategic priorities, our team will work closely with you to create your materials and provide support for your events. The following guidelines will help make our communication more productive and efficient:

- Things to provide: Strategic content, branding, information, media relations, proofreading, registration for events/workshops, translation, etc. (specify in your request)
- Timeframe for turnaround: four days before the launch date
- Changes and revisions: maximum two days before the event with all changes approved.

If your request does not meet the threshold for our assistance, we are pleased to provide the following resources to help you produce your materials in alignment with AU's brand and identity.

Key Messages

AU now has a set of keywords and messages that should be used when creating events and promotional materials.

- **Make It Happen.** You can insert other keywords or core values in place of the word “It.” For example: Make Social Responsibility Happen; Make Excellence Happen; Make Innovation Happen; Make Inclusiveness Happen; Make Internationalization Happen.
- **Compassion & Innovation.** These two words capture the goals and spirit of Ajman University in one short phrase. They resonate with external audiences while defining AU’s commitment to social responsibility and research in concrete terms.
- **Delivering a world-class education in a global environment.** This phrase captures the essence of AU and is used in our student brochure as well as in our QS advertisements.
- **Among the top 2.25% of universities worldwide.** This percentage is calculated based on the fact that QS has ranked us in the Top 700 of institutions around the world. See our [rankings and accreditation page](#) for further information and statements.
- **Excellence. Integrity. Inclusiveness. Innovation. Social Responsibility.** These are our five core values. Please use these terms throughout your documents and marketing materials.
- **See yourself here.** AU is an inclusive campus, where people from all walks of life come together to learn and grow.

Our photographer has created a library of images that convey AU in Action. When using pictures in your materials, please be sure to showcase our institution’s “make it happen” spirit. We kindly offer the following guidelines when selecting images to promote our unique campus experience and environment:

- **Photos of people.** Images of buildings don’t convey an experience. Please always use pictures that include humans interacting with their environment. AU has award-winning facilities and award-winning people – put them together for maximum impact!
- **Tell a story.** As the old saying goes, pictures are worth a thousand words. Use images that are dynamic and engaging to generate excitement about what you are offering.
- **Showcase diversity.** AU is committed to diversity and inclusion. Be sure the pictures you use in materials capture and convey that commitment.
- **Use close-ups.** Pictures taken from a distance don’t look good in documents or on websites. Avoid using photos of big rooms full of people as they don’t tell a story about what’s happening in that space.

Downloadable resources for creating presentations and documents for academic and business purposes.

- Brochure Templates
- PowerPoint Templates
- Stationery Templates
- University Logos
- Downloadable high-resolution versions of AU’s logo for use in your materials.
- Primary logo in color
- Primary logo in black and white
- Secondary logo in color
- Secondary logo in black and white

The Office of Marketing and Communication is delighted to provide promotional and/or design support (i.e., photography and graphic design services, social media coverage, press release distribution) for events and materials that meet all of the following criteria:

1. Aligns with [AU's strategic plan](#):

- Ensuring excellence in teaching and learning;
- Enhancing the quality, relevance, and impact of research and intellectual contribution;
- Recruiting, supporting and fostering the development of a bright and diverse student body;
- Enhancing the visibility and the positioning of the University
- Building impactful and long-lasting ties with the external communities;
- Promoting cutting-edge and innovative support services.

2. Attracts or appeals to university-wide and/or external audiences:

- Will your event attract a wide scope of attendees, i.e. stakeholders and audiences representing more than one department?
- Will your event or document positively impact the local, regional, or global visibility of AU?
- Are your proposed materials (i.e. documents, brochures, and graphic designs) for mass distribution with broad appeal?

3. Promotes AU's [mission, vision, and core values](#):

- From our mission: AU develops well-rounded graduates who are professionally competent, socially responsible, innovative, and active contributors to the sustainable development of the UAE and beyond.
- From our vision: Ajman University aims to be internationally recognized as one of the leading universities in the Arab world for its cutting-edge learning environment, impactful research, responsible outreach, and community engagement.
- Our core values: Excellence; Integrity; Inclusiveness; Social Responsibility; Innovation.

4. The impact will be evaluated and measurable:

- How will you demonstrate the impact of your event or materials on AU's visibility and reputation?
- How will you evaluate your efforts once your event or initiative is completed?
- The text should be as minimum as possible, short, attractive, engaging, and simple.
- No QR code should be shown. QR code is not needed and may be useless and ruins the beauty of the artwork. If there is a link, then the link will be attached on social media platforms.
- Any artwork cannot be posted more than 2 times maximum. If the period is very long, then every 10 days the artwork can be posted with the condition of proving the frequency of responses if enough to be eligible to get reposted.
- If a workshop is only in Arabic and the registration for it requires only Arabic speakers, then the artwork should only be in the Arabic language.
- If the workshop/seminar/event is in English, then the artwork can include both languages but should be very simple and brief describing the purpose of the event along with the contact details.
- Any student who would like to show his/her work, activities, studies, or creativity can mention us on social media to get his contribution reposted. All our usernames on any platform are @ajmanuniversity.

No videos, photos, or any kind of media done /shouted by students can be posted without their consent form or an email saying that they do not mind it being shared on social media along with their full name, age, and student ID number.

- We have the right to post, reject, or postpone certain posts as appropriate. The posts might not enhance the image/branding of the university or the timing of the post is not impactful in terms of marketing/visibility.
- Artworks should be completed and sent before the day of publishing with at least two days ahead to be approved, adjusted, or rejected.
- No videos, pictures, or any kind of media that is created by students should be posted from the university's account. All media should be strictly mentioned by students except for an initiative by the university where AU volunteers are required.
- All artworks should have the icons of social media platforms at the bottom with the username.
- Each college /deanship/office should have one authorized staff member to handle the social media of the college/office and act as a liaison with the office of marketing/ the social media specialist.
- All posts must be approved by the dean, director, and/ or manager before posting.
- Videos should be short and within the range of 30s to 40s.
- All teaching faculty members should introduce their students on the importance of following all AU social media pages, encourage them to follow as some important announcements and events are beneficial for the students. Faculty members should follow our pages.
- Encourage faculty members when creating research papers to be posted on the University's LinkedIn profile, where their research will be reposted.

Social Media

Social media channels provide important and exciting opportunities for the University and its parts to communicate and engage with a wide range of audiences and stakeholders. These channels also provide a range of professional and personal opportunities for staff and students. However, there are also several risks associated with the use of social media which could ultimately impact the University's reputation.

- To provide staff and students with information about University requirements and expectations of social media.
- To ensure a consistent approach to social media across the institution.
- To set out the legal risks associated with social media use.
- To ensure staff and students do not put the University accounts at risk or their personal.
- To set out the responsibilities of social media account users.
- To support users of social media accounts to mitigate the risks associated with social media, protecting themselves as well as the University.
- To clarify the expectations of staff and students using social media in an individual professional or personal capacity
- To outline channels for escalation of issues or concerns
- To provide staff and students with the resources for posting

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	20/05/2021	Initial policy	Office of Marketing and Communication
V 1.1	12/12/2022	Minor updates – Offices names have been updated as per the new organization chart	Office of Strategic Communications, Marketing and Student Recruitment

Policy on Responding to Requests for University Information

Policy Owner	Vice Chancellor for Communication and Community Affairs	Responsible Office	Office of Strategic Communications, Marketing & Student Recruitment; Vice Chancellor for Institutional Planning and Effectiveness
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Purpose

This policy aims to direct Ajman University employees in handling internal and external requests for data or information about the University.

Scope

This policy applies to all members of the AU community who are facilitating or responding to requests of information or data about the University.

Definitions

University: Ajman University

University Data: Any recorded data or information relating to the University's business, prepared, owned, used, received, or retained by the University and its employees and agents. Such data or information can be handwritten, typed, taped or online platform recorded, printed, photostatted, photographed or recorded by any other method.

Internal Requests: Internal requests are those made by a University office, a University employee, or a student.

External Requests: External requests are those made by individuals, agencies, groups or other entities outside of the University or by University members not acting in their official University capacity.

University Official: A University Official is a University employee, administrator, officer, staff, professional, and any other individual who has been authorized by the University to act on behalf of the University.

Official University Webpages: AU's webpages are those that have been created by the University, its campus, colleges, departments or other administrative unit, for University business. Official University webpages clearly convey a relationship to the entire University and support and advance the University's mission.

Legitimate Business Purpose: A University official has a Legitimate Business Purpose if the disclosure is relevant and necessary in the requester's official duties and is related to the purpose for which the information was acquired. Any University official who needs University data in the course of performing instructional, supervisory, advisory, or administrative duties for the University has a legitimate Business Purpose.

Publicly-Available: Any information that is either published on one of the official University webpages, the Undergraduate or Graduate Student Catalog, or other official University publication.

Non-publicly Available: Information that the employee gains by reason of employment with the University and that he/she knows or reasonably should know has not been made available to the general public.

Policy Statement

Ajman University considers University data in all its forms and throughout its life cycle, as both an asset and resource of the University. Accordingly, AU's University data must be protected to meet the [Data and Privacy Protection laws in the UAE](#).

AU responds to internal and external University data request. Requests are handled on a case by case basis, mainly facilitated by the Office of Strategic Communications, Marketing and Student Recruitment (OSCMSR) and the Office of Institutional Planning and Effectiveness (OIPE):

- Internal University data requests that meets legitimate business purpose shall be directed to the concerned office.
- External requests for quotes, interviews among others, are generally directed to the Office of the Chancellor to ensure that the quotes and interviews, come from the highest level in the University management. The Office of the Chancellor may also direct requests to other members as appropriate to strengthen the positioning of individual colleges and/or offices.
- External requests for University data by accreditation agencies, higher education ranking organizations, international university networks, and government/ non-government entities are directed to the Vice Chancellor for Institutional Planning and Effectiveness.

Procedures

In responding to University data request, AU make considerations of the following and not limited to:

Data request handled by OSCMSR

Requests received by the OSCMSR are usually publicly-available and are used for marketing purposes. This include rankings and accreditations, number of students at AU and so on. The OSCMSR works with trustworthy media outlets, and ensure that appropriate consent of data source, review for accuracy of content and approval process are strictly adhered to as follows:

Data and privacy protection

- External requests received are typically from journalists and media professionals that are known by the marketing team or can be easily verified online. AU may choose not to respond to certain media queries that are deemed sensitive or inappropriate. AU generally works with leading newspapers, news channels and agencies of repute in the region. There may be institutions that operate in a niche area but are important to AU's objectives and present a transparent and meaningful proposal. AU may work with such niche agencies from time to time, after taking proper approvals.
- In case of pictures of students, alumni, recorded interviews, social media posts, and similar content, express approval is taken from the students involved to ensure that nothing is shared externally without their approval. A consent form is filled out by the students for this purpose, indicating that they agree to the use of their pictures and information in promotional material.
- In some cases where students who are also social media influencers are roped in to collaborate with the University, a legal contract exists that mentions rights and responsibilities of each party to the contract.

Data accuracy and publication or release approvals

- The OSCMSR releases information that is used for marketing purposes, data that positions AU as an institution of choice for prospective students and other stakeholders. The OSCMSR always endeavors

to share the most accurate information on rankings, accreditations, collaborations, research, among others.

- Data pertaining to various colleges/offices is first vetted by the Manager or Head of the Department/Office for accuracy and confidentiality. Given the speed and dynamics of marketing and communications and the agility required, the Vice Chancellor of Communications and Community Affairs is often the last stop for approvals, and the Chancellor wherever required for strategic communications that represent the official stand/view of the University.

Data request handled by OIPE

- The University data requests directed to OIPE are first reviewed by the Vice Chancellor for Institutional Planning and Effectiveness in order to appropriately provide guidance in preparing the response.
- The VCIPE mainly assigns the University data internal collection to the Institutional Research Manager, and may also assign other relevant staff of OIPE as deemed appropriate.
- Upon completion of internal data collection, the VCIPE shall review and approve prior to the external submission, and/or may also request other individuals (Legal Advisor/Council for Academic Affairs/Chancellor) to review and approve as deemed appropriate to ensure data accuracy and privacy protection, and legal compliance.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	01/07/2021	Initial policy	Office of Marketing and Communication (OMC) Office Institutional Planning and Effectiveness
V 1.1	04/06/2024	Minor change – OMC has been changed into OSCMSR	OSCMSR; OIPE

Privacy Policy

Policy Owner	Vice Chancellor for Communication and Community Affairs	Responsible Office	Office of Strategic Communications, Marketing & Student Recruitment
Approved By	Chancellor	Effective Date	June 2025
		Next Review Date	June 2028

Purpose

As part of its commitment to providing a safe online experience, Ajman University (AU) has developed this Privacy Policy that discloses the privacy practices for the University's main website www.ajman.ac.ae. It describes the terms and conditions regarding the collection, protection and use of personal data that contribute to enhancing the functionality and content on the website.

Scope

This policy applies to AU website only. Websites not within "ajman.ac.ae" domain are considered external sites, and therefore not covered by this policy.

Policy

Collection of Information

Upon visiting AU website, the servers automatically record information of the website user's browser, such as the device's IP address, requested URL, referring URL, language preferences, access dates and times, software information (e.g. browser type and version, operating system type and version, etc.), Internet access domain name, and other statistics.

In using specific features, such as web forms, on AU website, the user may be asked to provide certain personal information, such as name, address, and email address, that may be needed to respond to future inquiries, or subscribe the user to updates. In other words, the provided information will be used only to fulfill user's request(s), and to allow AU to contact the website user if there are any problems with the user's request. AU will not share, sell or exchange website user's email address and other provided personal information to third parties.

Cookies

Cookies are short text files that are stored on the website user's computer and used to recognize browser session, save preferences, and analyze site traffic and site interaction. AU website uses cookies as well as Google Analytics that gathers anonymous statistics related to the website user's browsing behavior to optimize online experience. The website user may disable cookies through the individual browser options, however, this may result in reducing certain functionality and features of AU website, and diminishing your site experience.

Information Protection

AU may use and analyze the collected information to improve its services. AU stores website user's personal information on secure servers and in an encrypted format, and uses technical and organizational security measures to protect them from misuse, loss, alteration or any unauthorized access. Data collected will not be provided to third parties. However, no method of transmission over the Internet or electronic

storage can be guaranteed to be 100% secure. Therefore, while AU strive to protect website user's personal information, the website user acknowledges that there are privacy and security limitations of the Internet which are out of AU's control.

AU website may contain links to third-party sites. AU does not have control over the privacy practices or the content of these websites. Please review the privacy policies published by these third-party websites.

Policy Acceptance

The website user acknowledges the reading of this Policy and agrees to all its terms and conditions. By continuing to use this website, the website users are consenting to AU's collection and use of information in accordance with this Privacy Policy.

Additional Information

If a website user has any queries about the above Privacy Policy and would like to contact an AU representative regarding any matter relating to the privacy of personal information, may send an email to "inquiry@ajman.ac.ae".

Release from liability

The user releases and forever discharges Ajman University and its affiliates, successors, officers, workers, representatives, partners, agents and anyone claiming through them (collectively, the "Released Parties"), from all claims, liability, damages, losses and expenses, including attorney's fees, howsoever the same maybe caused by any reason whatsoever arising or alleged to have arisen directly or indirectly out of the use of the .ajman.ac.ae, or using of his/her information or personal data according to this Policy.

Miscellaneous

- This Policy supersedes any other old related Policies, Procedures, Minutes of the Meeting, Manuals, Handbooks, and Bylaws. The Vice Chancellor for Communication and Community Affairs is responsible for handling any issues that might arise and are not covered in this Policy, and raise recommendations for the Chancellor's final discretion.
- In case of conflict between the Arabic and English versions of the Policy, the English one prevails.
- Any exceptions to this policy must be well justified, proposed by the Vice Chancellor for Communication and Community Affairs and escalated to the Chancellor for a final decision.
- Ajman University reserves the right to make changes to its Policies at any time and for any reason. The updated Policy will be deemed to have been delivered, received, and known by all website users one day after posting the updated Policy on the website. The users shall comply with the updated Policy since its effective date.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	30/08/2021	New Policy	Manager of Office of Marketing and Communication
V 1.1	11/06/2025	Policy reviewed and renewed with no changes.	Office of Strategic Communications, Marketing & Student Recruitment

AU Fundraising Policy and Guidelines

Policy Owner	Director of Office of Development and Alumni Affairs	Responsible Office	Office of Advancement
Approved By	Chancellor	Effective Date	July 2024
		Next Review Date	July 2027

Section 1.01 Rationale:

Ajman University (AU) prioritizes fund diversification in its strategic development as it transitions to a non-profit status, particularly lessening its dependence on tuition revenues through generating alternative revenue stream through fundraising. The Fundraising Policy establishes standards and guidelines for all fundraising activities, ensuring they align with the University's educational mission, and donor requirements. It outlines appropriate methods to recognize and celebrate donor generosity while ensuring that all funds are properly credited, deposited, and administered. Donations will be promptly acknowledged, and all activities will be regulated to uphold the University's values. This demonstrates a commitment to transparency and accountability in fundraising efforts.

Section 1.02 Objectives:

This Policy ensures that all fundraising activities at Ajman University (AU) are executed appropriately and sustainably, with consultation and authorization from the relevant constituencies. It supports AU's mission and strategic goals by enhancing the University's status among its stakeholders, including faculty, staff, students, alumni, and partners. The Policy aims to coordinate fundraising efforts to align donor interests with AU's priorities, maximizing giving potential and preserving AU's credibility. The generosity of the Board of Trustees, alumni, parents, students, friends, corporations, foundations, and other supporters is vital to AU's mission and strategic development.

Core values:

All fundraising activities at AU are in line with its core values:

- Integrity: all fundraising will adhere to a strict code of ethics that ensures full transparency of processes, endeavors and activities.
- Innovation: fundraising activities will use innovative methods and processes.
- Inclusiveness: embracing and overcoming the complexity of fundraising and donor diversity through high resilience.
- Excellence: our belief in the value of what we do will be an inexhaustible source of our determination to achieve our desired goals and meet our targets in line with best practices and high quality standards.

Section 1.03 Authority and Responsibilities

The Chancellor

The Chancellor is the principal fundraiser for the University.

The office of Advancement and Alumni Affairs

The Office of Advancement and Alumni Affairs (OAAA) oversees all fundraising activities at Ajman University. Led by the Director for Advancement and Alumni Affairs, who directly reports to the Chancellor, the Office develops and executes plans to meet the University's donation goals. The Director coordinates fundraising efforts across the University with various stakeholders, including deans, faculty staff, students, alumni, and partners, ensuring all development activities are unified and effectively managed. University-wide cooperation is essential to maximize fundraising potential. Efforts must be collaborative to prioritize fundraising efforts to achieve the University's strategic fundraising goals.

The OAAA will:

1. Support University employees in recognizing, cultivating, soliciting, and stewarding contributions.
2. Coordinate fundraising efforts to align with University priorities and take advantage of opportunities, in consultation with administration and academic units.
3. Identify funding sources and strategies for high-priority goals and keep all relevant parties informed of progress.
4. Record and acknowledge gifts promptly and notify the Office of the Director of Finance and pertinent academic units.
5. Assist donors in reallocating their contributions if their initial purpose has already been funded and evaluate potential gifts-in-kind appropriately.

When a major financial goal is identified as a priority, the OAAA, in consultation with the Chancellor, can designate it as such. A campus-wide fundraising agenda incorporating these priorities fosters seamless collaboration between the OAAA and academic units. This strategic alignment ensures a cohesive approach, driving the institution toward its advancement goals through strong, collective efforts and clear coordination.

Donor Relations:

Ajman University ensures that all donations are promptly and accurately acknowledged, reassuring donors that their contributions are appreciated and utilized as intended. Donors are honored through various personalized recognitions, such as campus visits, personalized thank-you letters, and special invitations, demonstrating the University's gratitude and appreciation of their support. To maintain transparency and trust, regular updates on fund performance and the impact of donations are provided to donors. Annual endowment reports are sent to those with endowed accounts, while contributors to financial aid and scholarships receive information about the students who have benefited from their generosity.

Deans/Directors/Managers (when applicable)

Deans, Directors, and Managers are essential in building strong relationships with stakeholders, playing a crucial role in introducing potential donors to the Office of Advancement and Alumni Affairs.

Approaching donors is not allowed unless approved by the Chancellor and must be coordinated with the OAAA.

The primary responsibility of the deans in fundraising is to create an environment within their colleges that attracts significant philanthropic investments and to assist in solicitation efforts. The Chancellor supports the Deans throughout this process, helping to define compelling cases for support and identifying programs and projects that align with AU's and the College's strategic goals.

The Chancellor's guidance also includes clarifying the deans' roles in various fundraising activities, such as cultivation, solicitation, major gift initiatives, and exploring innovative models for fundraising and volunteer management. This collaborative approach ensures that fundraising efforts are coordinated, effective, and aligned with the University's mission and core values.

Section 1.04 Gift Policies and Procedures

AU will accept gifts of various kinds, solicited and unsolicited, and will aim to apply its core value of integrity in the solicitation, acceptance and handling of all gifts made to the University.

Fundraising Campaigns

Fundraising campaigns, in line with AU strategic priorities, will be undertaken by the Office of Advancement and Alumni Affairs, as authorized by the Chancellor. The campaigns can mobilize any other College/Office to assist at any stage.

Major campaigns that align with AU strategic priorities require support from AU Cabinet. These will require mobilization at the highest level, depending on the size of the campaign and on the fundraising target.

Gift Solicitation

Ajman University (AU) encourages faculty, staff, and administrators to propose innovative projects and identify potential donors. Faculty members should discuss their ideas with their respective deans, while staff should consult with their line manager. These ideas, once endorsed by the administration, will be forwarded to the Office of Advancement and Alumni Affairs (OAAA) for further discussion with the Chancellor.

The OAAA serves as the central hub for evaluating and processing such proposals. It plays a crucial role in assessing the feasibility of proposed projects, coordinating the proposal-writing efforts, researching potential funding sources, and managing the solicitation of funds. This structured approach ensures that all initiatives align with AU's strategic objectives and have the best chance of securing the necessary support.

Gift solicitation at Ajman University (AU) is managed through the Office of Advancement and Alumni Affairs, which undertakes the following key functions:

1. Define Priorities: Establish and promote AU's fundraising priorities.
2. Set Fundraising Strategy: Develop an overarching strategy to identify prospective donors, understand their interests, and assess cultivation opportunities.
3. Collaborate with Leadership: Work closely with Board of Trustees members and AU officers to cultivate and solicit both current and prospective donors.

4. **Ensure Policy Adherence:** Ensure that all AU officers support the fundraising process appropriately and comply with established policies.
5. **Steward Donors:** Oversee the responsible use and impact of charitable gifts and maintain strong relationships with donors.

The Advancement Office and Alumni Affairs develops a general fundraising strategy in consultation with relevant stakeholders. All members of the AU community are expected to provide logistical, consultative, and personal network support to accurately assess potential donors and tailor solicitation approaches to their individual interests and aspirations.

Gift Acceptance

To ensure successful fundraising at Ajman University (AU) with individuals, corporations, foundations, and occasionally governments, all members of the University must adhere to the following gift acceptance procedure:

1. **Approval of Gift Requests:** The Chancellor must approve all requests, submitted in writing, for monetary donations for unrestricted or restricted gifts or gifts-in-kind from individuals, corporations, or foundations.
2. **Written Gift Agreements:** All written gift agreements with donors must be approved by the Chancellor in consultation with the OAAA.
3. **Solicitation Letters:** All letters soliciting funding must be reviewed and approved by the Chancellor.
4. **Documentation of Correspondence:** Copies of all correspondence or reports from meetings or conversations with potential donors or institutional funders must be filed with the OAAA before initiating formal gift requests (Faculty research funds secured independently through appropriate foundations and agencies are exempted from this requirement and are addressed separately in the External Funded Research Grants Policy).
5. **Directing Donation Leads:** Any information or leads about potential donations should be forwarded to the OAAA.
6. **Donor Anonymity:** If a donor requests anonymity and it is approved by the Chancellor, it will be honored.
7. **Gift Notification:** Notification of all gifts for University programs and projects must be sent to the OAAA for documentation and acknowledgment. (Faculty research grant funds secured independently through appropriate foundations and agencies are exempted from this requirement).

Ajman University follows strict guidelines for accepting new commitments, which can only be authorized by the Chancellor. To protect the interests of the University and its donors, the following key points must be observed:

- **Alignment with Mission:** Contributions must support AU's mission and comply with UAE laws and public policies.
- **Ethical Standards:** AU will only accept gifts that are ethical and consistent with its mission, goals, core values and applicable laws, policies, rules, and regulations.

Before accepting any gift, Ajman University evaluates potential donations based on the following criteria to ensure alignment with its mission and core values:

- **Resource Requirements:** Assess whether the gift necessitates expenditures of AU resources that are unacceptable, unavailable, or inadequately allocated, or that might be needed for other institutional purposes.
- **Reputational Risk:** Evaluate if the gift exposes AU to undue adverse publicity, reputational risk, or significant controversy that could undermine the University's educational mission.
- **Impact on Other Donations:** Determine whether accepting the gift inhibits AU from seeking additional gifts from other donors.
- **Unlawful Discrimination:** Ensure that the gift does not involve any form of unlawful discrimination.
- **Binding Terms:** Review if the gift includes binding terms that unethically influence hiring, promotion, contracting, or admission processes at AU.
- **Peripheral Purposes:** Consider if the donation is restricted to purposes or programs that are not central to AU's core objectives or that would divert resources and focus from primary initiatives.
- **Academic Freedom:** Confirm that the gift does not impose conditions limiting the University's academic freedom.

AU has the right to decline any donation if any of the above criteria is not met.

Gift Types and Ways to Utilize

Ajman University accepts various types of donations from donors, adhering to this Policy and applicable procedures:

- **Cash Donations:** Contributions can be made in the form of currency, checks, bank transfers, or credit card payments.
- **Gifts-in-Kind:** These include real estate, contingent upon a site visit and approval by the Chancellor or their designee. AU also accepts personal property such as artwork, collections, and equipment, with an independent expert's valuation serving as the official value of the gift.
- **Securities:** Securities can be accepted, provided they are reviewed by the Chancellor and the Chief Operating Officer to ensure they do not pose undue risk to AU.
- **Pledges:** Commitments to donate a specified amount within a fixed schedule. Pledges with naming opportunities must be fulfilled within five years, with exceptions requiring the Chancellor's approval after consulting with the Chancellor's Cabinet.

Note:

- Real property and securities may be accepted with the intent to sell them for AU's benefit, or they may be retained if deemed useful.
- Some gifts or unique circumstances may require individual review by the Chancellor and might not be covered by this Policy.

Donors can specify how their contributions should be used to best support AU's mission. Donations are categorized as:

1. **Unrestricted Gifts:** These are allocated by donors for general purposes without creating a legal obligation, or left to AU's discretion. These funds are used where needed most and must be spent within the fiscal year they are received.
2. **Restricted Gifts:** Contributions with specific donor-imposed conditions, creating a legal obligation to use the funds as specified. These terms must be clearly documented and reviewed by the Office of Advancement and Alumni Affairs (OAAA) to ensure they do not diminish the gift's utility. Complex restrictions are referred to the Chancellor for approval. If a gift's conditions are deemed unsuitable, the donor will be asked to amend them; otherwise, the gift will be declined.

Restricted gifts are further divided into:

- **Annual Restricted Gifts:** Contributions with donor-imposed restrictions to be used within the same fiscal year they are received.
- **Endowed Restricted Gifts:** Donations to establish permanent funds, where the principal remains intact and only the investment proceeds are distributed annually according to donor restrictions. For endowed scholarships, AU will match the proceeds as part of its contribution to society and future generations.

Gift Acknowledgement

Ajman University ensures that all donations are promptly and accurately processed and acknowledged in writing in a manner that aligns with this policy, promoting transparency regarding the source and purpose

of received gifts. The Chancellor and the Office of Advancement and Alumni Affairs (OAAA) are responsible for sending timely thank-you letters on behalf of the University. When a donation is received by any department, it must immediately forward all relevant information to OAAA for processing. This information should include:

- Donor's name and address
- Description of the donation, including any restrictions
- Date of the donation
- Exact value of the donation

To maintain proper records and acknowledgments, OAAA must be notified of any gift as soon as it is received. All donations, regardless of their source and value, must be recorded and processed by OAAA.

Key Points:

- Receipting donations: OAAA is the only office authorized to issue gift receipts in collaboration with the Office of Finance.
- Written Acknowledgment: OAAA handles all acknowledgment letters. Donations of AED 300,000 or more are acknowledged by the Chancellor, while smaller gifts are acknowledged by OAAA.
- If additional appreciation notes are deemed necessary by Cabinet members, Deans, or others, they must coordinate with OAAA to send them following the official acknowledgment letter.

Gift Entry and Recording

Monetary Donations/Pledges:

All new monetary donations or pledges must be promptly reported by the Office of Advancement and Alumni Affairs to the Director of the Office of Finance.

In-Kind Donations:

In-kind donations, including tangible and intangible items such as real estate, equipment, art, antiques, rare books, and copyrights, must be immediately reported by the Office of Advancement and Alumni Affairs to the Director of Finance. These donations must be accurately recorded in the University's accounting system.

Disposing of In-Kind Donations

Occasionally, items donated to Ajman University may lose their utility. In such cases, these items might be sold, traded, or otherwise disposed of to acquire assets that better serve the original donation's purpose and intent.

AU is legally obligated to adhere to the terms and conditions set by the donor before disposing of any donated property. Thus, it is essential to review the original donation terms to ensure there are no explicit or implied restrictions against disposing of the property. If no such restrictions exist, the disposal can proceed in accordance with the University's established asset disposal policy. Real property donations can only be disposed of through direct action by the Board of Trustees.

Section 1.05 Donor Policies and Procedures

Donor Recognition

AU shows appreciation for contributions through a structured donor recognition program, which includes both formal and informal, personal and public acknowledgments.

Unified Donor Recognition:

- Contributions from individuals, corporations, foundations, and selected government entities are acknowledged as coming from a single donor.
- When a donation is received from a corporation or government agency made up of multiple individuals, recognition is attributed to the organization rather than the individuals, unless otherwise specified in the gift agreement.
- Donations received in full are acknowledged for the total amount received, while pledges over time are recognized according to an agreement between the donor and the University.

Methods of Recognition:

1. Donor Recognition Events:

- Agreement Signing/Cheque delivery Ceremonies: These events, typically hosted by the Chancellor, involve signing the gift agreement and presenting the cheque. Internal stakeholders and guests from the donor's side are invited.
- Dedication Ceremonies for Naming Opportunities: These ceremonies honor donors who contribute towards naming opportunities. They include signing an agreement and presenting the cheque, followed by a dedication ceremony attended by internal stakeholders and guests from the donor's side.

2. Donor Recognition in AU Publications/Media:

- Profiling Donors: Major and annual donors are recognized through articles or quotes in AU brochures, on the AU website, and the OAAA giving website if donor accepts.
- Listing Donors: Donors are listed in the AU Contributors Report, further acknowledging their support.

Donor Anonymity: Recognition Internal Procedures

Respecting donor anonymity within Ajman University is crucial for maintaining trust and honoring donor preferences. To uphold confidentiality throughout the process, AU adheres to the following procedures: a specific individual is designated to manage anonymous donations, ensuring a consistent point of contact. Secure protocols are established for handling these donations, protecting donor anonymity at all stages. Access to donor information is restricted to select officers within the Office of Advancement and Alumni Affairs, all of whom must sign non-disclosure agreements to ensure confidentiality. Donor records are maintained securely and confidentially, and AU strictly adheres to all relevant legal requirements to protect donor information and uphold the highest standards of confidentiality.

Named Gift Opportunities Recognition

Naming opportunities at Ajman University represent the highest form of public acknowledgment, celebrating the generosity of donors who significantly contribute to the University's mission. The background, character,

and reputation of the person or entity for whom a facility is to be named must align with AU's values and mission.

The Chancellor, often upon recommendation from the Office of Advancement and Alumni Affairs (OAAA) and with the final approval of the Board of Trustees, is the only authorized to approve named gift opportunities, such as endowed funds and physical entities. Discussions to secure such gifts are to be conducted exclusively by the Chancellor or his designee, along with OAAA. Internal AU stakeholders approached by potential donors must consult with OAAA before making any commitments on behalf of AU.

OAAA is responsible for keeping donors informed about the use of their named gifts. No AU officer, employee, or volunteer may promise or imply that a gift will result in favorable treatment. At least 50% of the total gift amount must be received before the naming takes effect.

Named gift opportunities include, but are not limited to:

1. Naming a Physical Entity on Campus:

- This involves recognizing donors who provide financial support meeting AU's minimum gift requirements. Such entities include buildings, classrooms, laboratories, lounges, and conference rooms. Requests must be submitted by OAAA to the Chancellor for approval.

2. Naming an Academic Opportunity:

- This involves recognizing donors who support colleges, departments/programs, research centers, or chairs/professorships, meeting AU's minimum gift requirements. Requests must be submitted by OAAA to the Chancellor for approval.

3. Naming an Annual Scholarship Fund:

- This involves providing annual financial assistance to AU students through donations that meet AU's minimum gift requirements. OAAA is responsible for establishing these funds and agreeing with the donor on clear distribution restrictions.

4. Naming an Endowed Scholarship Fund:

- This involves creating sustainable financial assistance for AU students through donations that meet AU's minimum gift requirements. OAAA pursues the establishment of these funds and agrees with the donor on clear distribution restrictions.

Terms for Named Gift Opportunities

Named gift opportunities at Ajman University (AU) are subject to the following conditions:

1. **University Review:** Each naming opportunity undergoes a comprehensive due diligence review of the donor and the honoree to assess any implications for AU.
2. **Permanence of Name:** The naming of spaces and facilities is intended to last for the lifetime of the specific entity or facility. If the purpose of the physical space changes significantly, or if the space is no longer needed or habitable, the Chancellor, in consultation with the donor if possible, will find a suitable way to continue recognizing the donor's contribution.
3. **Name Removal:** Naming opportunities are reserved for individuals, corporations, foundations, or associations that demonstrate integrity, character, and leadership in line with AU's values. AU reserves the right to remove a donor's name if these attributes are not maintained or if the donor fails to fulfill their pledge.

4. Name Selection: Donors have the privilege of choosing the name associated with the space or entity, subject to AU's approval. Named gifts may honor the donor, their family members, colleagues, favorite professors, firms, or other deserving individuals or organizations.
5. Honorific Naming: Spaces or facilities will not be named strictly for honorific purposes without fundraising, unless otherwise decided by the Board of Trustees.

Stewardship

The OAAA at Ajman University is tasked with ensuring proper stewardship of donors. Stewardship activities aim to connect donors with the outcomes of their philanthropic contributions, showcasing AU's fiscal accountability in using gifts as intended by donors. This is primarily achieved through narrative and financial reports detailing the impact and usage of the donations.

Stewardship involves providing donors with comprehensive reports on their endowment fund contributions. These reports include information on the performance of the AU fund, the fund's establishment date, disbursement amounts, distribution criteria, date of the last payment, the fund's financial status, and details about the beneficiaries.

OAAA is responsible for ensuring donors receive these reports through diligent follow-up and communication. This process helps maintain transparency and reinforces the donor's trust in the University's management of their contributions.

Donor Bill of Rights

AU has adopted and adapted the AFP, Association of Fundraising Professionals, Donor Bill of Rights, as follows:

Donors have the right:

- To be informed of AU's mission, and to be reassured of the University's capacity to use donations effectively for the declared intended purposes.
- To be assured their gifts will be used for the purposes for which they were given.
- To receive appropriate acknowledgement and recognition.
- To be assured that information about their donation is handled with respect and with confidentiality, as per any prior agreement.
- To expect that all relationships with individuals representing AU with the donor will be professional.
- To have the opportunity for their names to be deleted from shared databases.
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Special Situation

If, at any point, the Endowment cannot be effectively or practically utilized for its intended purposes as outlined in the Agreement, or if those purposes cannot be reasonably achieved, Ajman University may redirect the Endowment towards another purpose that closely aligns with the Contributor's original objectives.

Should the purposes of the Endowment become illegal or present a reputational risk to AU, the University reserves the right to discontinue the Endowment, amend the terms of the Agreement, or terminate the Agreement altogether.

AU will make every effort to inform the Contributor or their heirs or representatives of any such changes before they are implemented, ensuring clear communication and transparency.

Section 1.06 Compliance

Fundraising at Ajman University shall apply the highest level of compliance to the legal framework for fundraising activity as applicable to UAE organizations and, in particular, higher education institutions.

UAE Legal Framework

All gifts or donations made to the University will be processed by the Office of Advancement and Alumni Affairs and shall be submitted by the Chancellor to the Chairman of the Executive Committee of the Board of Trustees for ratification.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	11/10/2017	Initial policy draft	Development Director
V 1.1	07/02/2018	Final Approved Policy	VCAC
V1.2	05/09/2021	General updates approved by the Chancellor	Executive Director, Office of Development and Alumni Affairs
V1.3	22/5/2024	General updates to reflect AU's new status as a non-profit institution.	Acting Director

11. Community Engagement



جامعة عجمان
AJMAN UNIVERSITY

Community Engagement Policy

Policy Owner	Community Engagement Manager	Responsible Office	Office of Community Engagement
Approved By	Chancellor	Effective Date	June 2024
		Next Review Date	June 2027

Purpose

Ajman University, consistent with its mission and strategic goal on “Building impactful and long-lasting ties with the external communities” develop and maintain relationships with external stakeholders. This policy aims to promote community engagement by students, faculty and staff and integrate it into various academic activities, as well as it provides highlight areas on the relationship between employers and the University.

Institutional Engagement

AU believes that Community engagement is not a separate or distinct activity, but rather a shared enterprise with its community partners that involves an exchange of knowledge and expertise that will generate mutual benefits essential to advancing knowledge and understanding. These exchanges are undertaken through the following academic endeavors:

1. **Relationship Development:** AU aims to develop and improve its engagement with government and private sector authorities, at the local, regional and international levels by:
 - Organizing various seminars and workshops in order to promote and display AU significant role in the society.
 - Initiating special training programs for AU staff who are directly involved in communication with students and alumni as well as external entities.
 - Getting involved in external relations, particularly charitable associations as well as other funding entities, to make sure that enough financial resources are available to finance some AU’s students who are suffering from financial problems.
2. **Students Experience:** Offer student the opportunity of helping others and giving back to society.
 - Encourage students to get involved in societal activities on and off campus.
 - Create various volunteer programs that may help students develop a sense of belonging to the community.
 - Set up partnerships (i.e. strategic alliances) with charitable institutions.
3. **Strengthen Student Engagement:** Create opportunities for AU students and alumni to build strong career life and overcome future concerns and obstacles.
 - Provide individual and group career counseling and career direction services to students and alumni.
 - Conducting workshops related to student career development, employment strategies and techniques as required.
 - Explore students’ interests, personality, work values, and skills in finding suitable careers.

- Determine where students are in their career decision-making process and suggest appropriate self-assessment tools to meet their needs.
 - Organize career fairs in collaboration with local government associations, civic associations, private organizations and community leaders.
4. **Communication Outreach:** Enhance current channels of communication between the university and its alumni on the one hand, and among alumni themselves on the other hand, in line with AU philosophy and vision.
- Establish and foster a basis of lifelong professional and personal relationships between the University and its alumni.
 - Provide alumni with opportunities to contribute to and participate in the decision-making process at the University (e.g. seek their feedback).
 - Keep contact with professional bodies and alumni organizations mainly to identify alumni career opportunities, in line with the AU vision of bridging the gap between academia and society.
 - Develop fundraising activities in collaboration with external associations.
5. **Marketing Support:** Develop plans to promote AU academic programs and services.
- Develop regular communication with different media sources through encouraging AU faculty and staff to participate in diverse media programs.
 - Build effective relationship between AU and media institutions to promote all AU activities and programs.
 - Design and print brochures, flyers, posters and ads in order to build AU reputation.
 - Follow up AU news and activities in local as well as international media.
6. **Student Financial Services:** Deliver a high level of service to support students in achieving their academic goals by helping remove financial barriers.
- Establish collaborative partnerships with charitable associations (i.e. MoU) to obtain financial resources.
 - Conduct various workshops for AU community to increase their awareness of the services offered by the Financial Aid and Scholarship Division.
 - Create a climate that promotes continuous improvement.
 - Create and update the financial aid roles and procedures.
 - Implement an effective student aid delivery system.
 - Develop customer service offered by the Financial Aid division.
 - Improve communication between private scholarship's recipients and their donors.

AU Employer Engagement

Ajman University identifies building enduring and meaningful relationships with the external community as one of its strategic priorities. Employers are definitely an important part of that external community that AU always seeks to engage with whilst simultaneously offering opportunities for reciprocity of this engagement. As such, the University will embed within its activities a focus on developing, fostering and nurturing mutual cooperation between its Colleges/Offices and employers in the UAE and the region.

Key Areas of Employer Engagement

1. Curriculum Evaluation: Ajman University will, through the formation of Advisory Groups, Curriculum Development Think Tanks and other such entities, engage employers in dialogue about the academic programs offered by the University. Such an engagement lies at the heart of boosting AU graduate employability and at ensuring that the needs of the job market are appropriately met. It is the responsibility of each College to organize meetings with employers, record deliberations and include recommendations within their Annual Plans.
2. Internships and Placements: Ajman University will, through the Office of Careers and Placement as well as through Colleges, secure practical training and work experience for its students in order to better equip them for the job market.
3. Sharing of Expertise: Ajman University will, through its Colleges, reach out to corporate entities and various governmental and non-governmental institutions in order to share the expertise of its faculty/staff in their respective disciplines and areas of expertise.
4. Shaping the Future: Ajman University will, through its Deanship of Student Services, organize events that empower students to voice their opinions and share their ideas about the future with corporate and industry partners. The hosting of events whereby the main focus is to bring undergraduates together with established businesses in order to have a free interplay of ideas is a step towards ensuring that not only students are aware of the requirements of the job market, but also that employers are aware of what young people are looking for in a potential workplace. This, in essence, will boost retention and mitigate the impact of employee turnover.

Document History

Version	Date	Update Information	Author/Reviewer
V 1.0	03/09/2017	New policy	Community Engagement Manager
V1.2	16/03/2021	Reviewed and no changes needed	Community Engagement Manager
V 1.3	16/06/2021	Minor change-Incorporated the mission and strategic goal relevant to community engagement	Community Engagement Manager
V 1.4	05/06/2024	The policy has been renewed without changes	Community Engagement Director

Cooperative Agreements and Contractual Relationships Policy

Policy Owner	Vice-Chancellor for Communication and Community Affairs	Responsible Office	Office of Community Engagement
Approved By	Chancellor	Effective Date	July 2024
		Next Review Date	July 2027

Purpose

The policy provides guidelines for the process involved in handling corporate collaborative agreements with public and private entities.

Scope

This policy applies to all internal entities (Colleges, Offices, and Units) involved in corporate collaborative agreements.

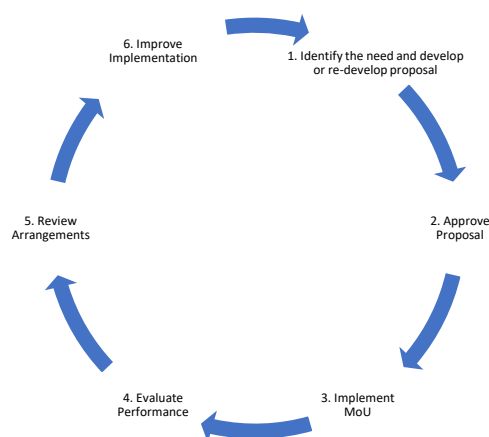
Statement

Ajman University, in line with its mission endeavors its best to comply with the CAA Standards 2019 in building external relationships. Stipulation 10.2.8 requires that “institutions associated with separately incorporated entities such as radio or television stations, foundations, hospitals, businesses, corporations, trusts or governmental organizations provide details of the nature of the relationship, describing the benefits and obligations of each party, particularly the ways in which the association furthers the institution’s mission”.

Accordingly, this policy establishes a process for development, approval, monitoring, review and, continuous improvement of collaborative provisions with corporate partners. This process is integrated within the University’s institutional effectiveness and quality assurance systems. All proposals for corporate collaborative provisions are subject to this policy.

Procedure

AU’s policy process in managing the collaborative provisions involves the following six phases:



Phase 1- Identify the need and develop/re-develop proposal for collaborative provision or agreement.

Below is the workflow for processing any Memorandum of Understanding (MoU) at Ajman University:

1. **Verification:** The MoU owner have to confirm with the Office of Community Engagement (OCE) that no existing MoU is in place with the prospective partner;
2. **Template Usage:** The MoU owner has to utilize the standard MoU template (available at OCE) for drafting the MoU;
3. **Departmental Approval:** The MoU owner should obtain the necessary approval in coordination with the Unit of External Relations in the Office of Community Engagement from the respective Cabinet member.

a) The draft MoU with arrangements relevant to Academics shall be sent to the respective Dean(s) and/or to the Vice Chancellor for Academic Affairs for feedback and approval.

b) If the MoU has any financial impact, it has to be reviewed and approved by the COO.

c) Tuition fees discounts/scholarships offered to the second party is reviewed and approved by then by the Chancellor.

Any of the reviewers may reject the proposal or may modify the draft MoU to ensure that the agreement supports the achievement of AU's Mission and/or reflects AU's Core Values. The modified draft MoU shall be sent for approval by the other party. If the other party agrees, the Legal Advisor shall legally approve the MoU.

4. **Signing Coordination:** The Office of Community Engagement will coordinate the date, time, and venue of the signing ceremony in collaboration with the Office of the Chancellor. More details are provided in Phase 2.

Phase 2- Approve proposal for collaboration, including MoU and contracts

- a) The final approval of AU's Legal Advisor is done with a digital signature at the bottom of each page, which indicates that the MoU is ready to be reviewed and signed by the Chancellor.
- b) The legally approved MoU is submitted to the Chancellor for review and approval.
The MOU that is digitally signed by the Chancellor shall be sent to the other party to sign it digitally, or sign it by meeting virtually via Zoom or MS Teams platform, or arranging the signing ceremony face to face at AU campus or at their venue.
- c) In case AU does not have the resources or system in place that will support the implementation of the MoU, the Chancellor may recommend that the proposal be declined.
- d) These steps must be completed within two months of the receipt of the legally approved MoU.
- e) MoU owners shall provide the Unit of External Relations in the Office of Community Engagement with the signed MoU.

Phase 3- Implement Corporate Agreement of Contract

- a) The Unit of External Relations in the Office of Community Engagement should update the MOUs database regularly and the webpage publication after each new agreement
<https://ajman.ac.ae/en/au-mous>.
- b) The Unit of External Relations is responsible for coordinating and following up with the MoU owner and the external partner.

- c) Implementing the terms of MOUs is the responsibility of the concerned AU's colleges and/or offices.
- d) The concerned AU's Colleges or/and Offices should provide the Unit of External Relations in the Office of Community Engagement an annual report about what has been implemented between both parties during the academic year.

Phase 4 and 5- Evaluate actual performance and arrangements of collaboration as specified in the MoU/agreement/contract

The Office Community Engagement facilitates the evaluation of the corporate agreements and contracts in two ways.

- a) Through a satisfaction survey of the cooperative partners
- b) Through AU's internal stakeholder evaluation of the MoU Implementation using the *MoU Annual Evaluation Form* and *Alignment of MOUs with Mission*.

Phase 6-Improve implementation of collaborative arrangements

- a) As part of the institutional effectiveness process, the Office Community engagement shall develop a Corrective Action Plan for unmet KPI of the satisfaction survey of the cooperative partners. The KPI-related survey uses a 5-point Likert scale and the minimum acceptable overall weighted average score shall be 3.5 out of 5 or 70%. A Corrective Action Plan is required if the achieved score for a KPI is less than the minimum acceptable score of 3.5 out of 5 or 70%. In addition, for continuous quality enhancement, each Unit shall provide an Improvement Action Plan for the following year.
- b) The Office of Community Engagement regularly analyze the MoU annual evaluation results and recommend improvements in the implementation of the MoU and/or redevelop the MoU to maximize the benefits from the partnership.
- c) Upon consideration of the evaluation results and satisfaction survey results, and further consultation of the AU's internal stakeholders, the Office of Community Engagement may recommend non-renewal of the MoU/contract.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	23/06/2021	New policy	Director of Community Engagement
V 1.1	05/06/2021	General updates	Director of Community Engagement
V 1.2	30/07/2024	This policy has been updated in line with the new overall responsibility of the OCE in monitoring all corporate collaborative agreements.	Director of Community Engagement

Co-operative Education Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Vice-Chancellor for Academic Affairs
Approved By	Chancellor	Effective Date	June 2023
		Next Review Date	June 2026

Purpose

AU is committed to providing programs that are aligned with the needs of students and employers, by linking academic knowledge with real-world work environments to enhance the learning process. As a part of this commitment, any academic program that has internship/training course(s) may incorporate a co-operative (COOP) education component.

This policy aims to ensure consistency in the design, development, and evaluation of cooperative education programs, with the following objectives:

- Enhance the employability and competitiveness of AU students.
- Increase the attractiveness and competitiveness of AU's programs in comparison to those offered by other institutions.
- Ensure the alignment of curricula and program learning outcomes at AU with industry requirements.
- Ensure the continuous improvement of AU's cooperative education programs to meet the evolving needs and expectations of students and employers
- Strengthen AU's partnerships with employers.

Related Policies:

Internship Policy

Student Teaching and Administrative Assistants Policy.

Scope

AU academic undergraduate programs.

Definitions

A cooperative education program, commonly referred to as COOP, is an immersive experiential learning that enables students to bridge the gap between academic learning and industry, develop professional work experience, and cultivate critical career-readiness competencies. The COOP integrates theoretical study with practical application, providing students with a comprehensive learning experience. Through COOP, students will have the opportunity to work in an industrial environment, where they can apply the academic knowledge gained at the university to real-world professional problems and enhance their skills and abilities.

Eligibility Requirement for COOP

To be eligible for the COOP program, students must meet the following criteria:

- A student must be enrolled full-time at Ajman University.
- A student must have a minimum cGPA of 3.00.

- A student must have completed a minimum of 60% of the program credit hours prior to starting the COOP program. Exceptions to this requirement shall be approved by the Dean.
- A student must have at least one remaining regular semester (fall or spring) or not less than 12 credit hours to complete his/her degree requirements after completing the COOP program.
- A student must have no record of any academic and non-academic misconduct.

COOP Program Guidelines

1. COOP duration:

- a. The duration of the COOP program can be one regular semester or two successive regular semesters.
- b. The COOP must be aligned with regular academic semesters (Fall, Spring) and may be extended to summer terms upon mutual agreement between AU and the COOP company.
- c. Students shall spend at least 12 weeks in the COOP company.
- d. Students are required to attend full-time in the COOP company, a minimum of 40 hours per week.

2. Internship/Training course:

- a. The internship course is considered an integral and embedded part of the COOP program.
- b. Upon completion of the COOP program, students are required to submit a final report and deliver a presentation highlighting their activities/ tasks during the COOP.
- c. The industrial and academic advisors be members of the Internship evaluation committee.

3. Graduation Project course:

- a. It is recommended that students commence their graduation project during their COOP program.
- b. The graduation project of a cooperative education student should aim to address a problem that is relevant to the COOP company's activities in which they are working.
- c. The project must be approved by both the industrial and academic advisors, who will be responsible for guiding and evaluating The COOP student's progress.
- d. Upon completion of the cooperative education program, students are required to deliver a formal presentation to the graduation project evaluation committee.
- e. Both the industrial and academic advisors must serve as members of the graduation project evaluation committee.

4. COOP Remuneration:

- a. The COOP company is required to provide appropriate financial remuneration to the COOP student as a form of compensation for their participation in their projects.
- b. The compensation may vary from one company to another and may depend on the program of study, location of the job, the nature of the duties, etc.

5. Others:

- a. No fee is required for enrollment in the COOP program.
- b. If a situation arises where a COOP student withdraws or is dismissed from a COOP company, the COOP student must inform the COOP committee for a review. Based on this review, a decision will be made regarding their future eligibility for the COOP program.
- c. The period of the COOP shall be indicated on the student transcript.

Obligations of the COOP student

The COOP student will strive to gain the knowledge, skills, and professional experience needed to accomplish the objectives of the COOP program. Hence, the COOP student shall:

1. Participate in all assigned activities.
2. Comply with the work schedule in the COOP company, dress code, and conduct.
3. Shall respect the COOP company workplace policies and guidelines and sign a Non-Disclosure Agreement.
4. Follow instructions given to by the advisor or another authorized person in the context of training.
5. Observe all safety and health regulations and apply safety measures.
6. Handle all equipment, material, tools, etc. with care and use only for the work entrusted to him/her.
7. Notify the COOP company in case of absence due to illness or accident according to the rules of the COOP company.
8. Submit monthly reports about his/her tasks, activities, and learning outcomes to the industrial and academic advisors.
9. Respect the by-laws of AU in addition to those of the COOP company throughout the COOP period.

Obligations of the COOP company/Industrial Organization

The COOP company/Industrial Organization

1. Is required to sign a formal COOP contract with the AU to become an official partner of the COOP program.
2. Is required to sign a formal COOP contract with each COOP student.
3. Shall appoint an industrial advisor to each COOP student to ensure the appropriate transfer of skills, knowledge, and professional experience to achieve the objectives of the COOP program.
4. Is responsible for the implementation of the COOP activities at its premises and ensuring The COOP student's integration into the operational processes and involvement in appropriate and meaningful Shall communicate with AU on a regular basis to monitor and assess the COOP student's performance in cooperation with Academic Advisor.
5. Shall provide a safe and healthy environment and adequate working conditions, including all necessary tools and materials.
6. Shall provide sufficient working time and resources for the industrial and academic advisors to carry out their duties.
7. Shall enable the COOP student to work on his graduation project during the COOP program.
8. Is required to provide a reasonable monthly allowance to cover the COOP student's expenses for the duration of the COOP program.

9. May offer full-time employment to the COOP student upon his graduation according to its hiring policies.
10. Must provide the COOP student with a certificate of successful completion of the COOP training program at the end of the COOP period.
11. Is obligated to provide a minimum of two-week notice to AU if it intends to terminate a student's contract.

Obligations of the University

1. AU will design and implement a comprehensive curriculum for the COOP program and will be responsible for its academic component.
2. AU will designate a Coordination Officer to communicate with the COOP company and an Academic Advisor for each student.
3. AU faculty will collaborate with the COOP company to ensure appropriate alignment between practical and academic content.
4. AU will provide expertise/consultancy to support the capacity development of companies, such as the training of trainers, in areas relevant to the COOP company activities.
5. AU will oversee the selection of the most suitable students to facilitate the matching of students with companies.
6. AU will agree with the COOP company on graduation project topics that align with the COOP company's activities and provide the necessary support and facilities. It will also organize a joint evaluation of the project in accordance with its academic standards.
7. If the academic status of the COOP student changes during the COOP program, AU will notify the COOP company.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	Initial Policy	Vice-Chancellor for Academic Affairs

Employees Volunteering Policy

Policy Owner	Vice Chancellor for Communication and Community Affairs	Responsible Office	Office of Community Engagement
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

This policy defines the terms of reference and procedures for voluntary works of Ajman University employees. Moreover, the objective of this policy is to raise awareness about social responsibility and create a culture of volunteerism by promoting and regulating community support activities.

Scope

This policy applies to all AU faculty, staff, and academic support staff members who are employed on a permanent full-time basis by the University.

Definitions

Voluntary work: any efforts exerted by an employee, without expecting any kind of compensation, for common good.

Employee: any full-time permanent employee at Ajman University.

Volunteer leave (VL): a day off from regular working days outside the campus.

Statement

Social responsibility and community support are embedded in the core values and mission of Ajman University (AU). In 2019, AU achieved the coveted 5-star rating in the category of social responsibility in the QS World University Rankings, which demonstrate AU's commitment towards this matter. In an effort to strengthen AU's standards in community engagement, the University is keen to provide voluntary opportunities for its employees that have a direct positive impact on the UAE community as a whole. This policy aims to encourage AU employees to participate in volunteering activities with recognized charitable and community organizations.

AU will offer full-time permanent employees who wish to volunteer two (2) days per academic year as a paid Volunteer Leave (VL). It is noteworthy that this leave does not accumulate from year to year. If the days are not taken, they are forfeited. Under any circumstances, employees will not be paid for the unused leave upon termination or end of contract.

General Terms and Procedures:

1. AU will grant employees two days of paid Volunteer Leave to participate in volunteering activities. The leave is subject to the approval of the line manager.
2. Employees must apply in advance for Volunteer Leave through the HR system.
3. The leave request must be approved by the line manager who has the discretion to reject it based on reasonable business grounds.

4. AU has the discretion to reject the Volunteer Leave request for different reasons including, but not limited to:
 - 4.1 The nature of the voluntary work. For example, if the voluntary work is risky or might expose the employee to any kind of danger, the leave request will be automatically rejected.
 - 4.2 The ineligibility of the employee. For instance, if the voluntary work requires specific skills (legal, professional, etc.) or a permit issued by the concerned authority that the employee doesn't have, the leave request will be automatically rejected.
 - 4.3 The breach of law. For example, if the voluntary work directly or indirectly contradicts with any UAE applied federal or local laws and regulations, the leave request will be automatically rejected.
5. Employees who have obtained approval for Volunteer Leave should provide the Office of HR with a solid proof of the work done through any of the following means:
 - 5.1 Official email from the organization.
 - 5.2 An official "to whom it may concern letter" from the organization which holds the voluntary event.
6. The voluntary activities are totally unrelated to the employee's regular duties.
7. The Volunteer Leave is not considered as labor receivables, rights, dues or whatsoever, under any circumstances. AU has no such responsibility towards any claim, demand, request which might be raised by any voluntary employee.

Breaches

1. A breach of the above-mentioned terms may lead to legal actions.
2. Employees who fail to provide a concrete proof of their voluntary work as per the General Terms and Procedures, item 5, would be considered as a breach of this policy. Their voluntary leave request will consequently be considered null.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	09/08/2021	New Policy	Head of Community Service
V 1.1	15/08/2024	The policy has been reviewed and renewed without changes	Director, Office of Community Engagement

Lifelong Learning Access Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	April 2024
		Next Review Date	April 2027

Purpose

This policy ensures that lifelong learning opportunities are provided without any discrimination and irrespective of ethnicity, religion, disability, immigration status, gender or other such considerations.

Scope

This policy is applicable to AU students, alumni, employees, and the external community.

Related Policies

Credit-bearing Micro-credentials Certification Policy.

Statement

AU appreciates the competitive job market and is aware that formal education credentials are not the only way to recognize and develop talent and that lifelong learning is an essential requirement for continuous development. Correspondingly, AU ensures that lifelong learning services and activities are provided and appropriately supported. These lifelong learning services and activities are provided and organized by several offices, namely the Continuing Education Center, Office of Career Services, Office of Community Engagement, Teaching and Learning Center and the Office of Human Resources. In accordance with the lifelong learning access policy of AU, these offices ensure that no students, alumni, employees, and members of the external community are deprived of lifelong learning opportunities on the basis of ethnicity, religion, disability, immigration status gender or other such considerations.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	03/07/2017	Initial policy	Office of Career and Placement Services
V 2.0	27/05/2021	The policy has been updated to also include the lifelong learning services offered by other offices.	Office of Vice-Chancellor for Academic Affairs
V 2.1	05/04/2024	Minor change - The related policy has been added	Office of Vice-Chancellor for Academic Affairs

College Advisory Boards Policy

Policy Owner	Vice-Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	September 2024
		Next Review Date	September 2027

Preamble

Integral to Ajman University's (AU) commitment to excellence is the development of well-rounded graduates who are professionally competent, socially responsible, and active contributors to the development of their communities in the UAE and abroad. Therefore, AU recognizes the value and importance of involving professional and community stakeholders from appropriate fields to achieve program relevance and best-practice education standards. To support this effort, we have drafted the College Advisory Boards Policy, which includes the responsibilities of the Boards, the membership and the terms of reference.

Scope

This Policy applies to all AU Colleges.

Objective

The primary objective of this Policy is to establish the foundations of an active professional advisory board for each college and to provide a clear picture of its role to successfully contribute to the strategic development of each college.

Policy and Procedures

The College Advisory Board seeks to build and maintain a vital connection with the community, and ensure our colleges and academic programs are kept up to date with real-world issues and industry trends. This ongoing engagement contributes to the enhancement of the strategic directions of AU colleges.

Responsibilities

The College Advisory Board shall perform the following responsibilities:

- Provide support and recommendations on priorities, directions, and latest trends in academic programs, scientific research and outreach.
- Develop clear strategies that help colleges achieve their ultimate goals.
- Provide advice and recommendations to ensure that the programs address the employment and educational needs of the labor market.
- Develop and implement strategies to build institutional partnerships and maintain strong connections with the community.
- Contribute to enhancing AU image as a leading university in the Arab region.
- Provide feedback on the career journey and status of alumni in the labor market.
- Suggest strategies to enhance the colleges' programs and tailor them according to the needs of the UAE in general, and the Emirate of Ajman, in particular.
- Connect our students and graduates with different public and private sector to offer them internships, trainings, research and job opportunities.

- i) Identify and assist in the receipt of external funding for colleges' initiatives, programs and research.
- j) Provide support in important issues when deemed appropriate by the Vice Chancellor for Academic Affairs (VCAA) or the Dean of the College.

Membership

The College Advisory Board shall reflect a diversity of perspectives. Therefore, it shall be composed of professional leaders, distinguished academicians, prominent alumni and community figures from different backgrounds. The suggested number of the Board members is at least eight, including the Dean of the College.

Terms

The Dean of each college shall identify potential Advisory Board members in coordination with the faculty, and they shall serve for two-year terms, renewable thereafter. The Dean shall submit the names of the potential Board members to the VCAA for review, who shares them afterwards with the Chancellor. Upon the approval on the names of the candidates, the latter shall issue a decree to form the Advisory Board.

Meetings

The Advisory Board shall meet on at least a bi-annual basis, preferably at least once per semester (in Fall and Spring). Additional meetings may be held when deemed appropriate by the VCAA, the Deans or the Board members themselves.

Officers of the Board

Officers of the Advisory Board shall be comprised of two Board members - a Chairperson, a Vice-Chairperson, in addition to a Secretary from the College. The Chairperson and Vice-Chairperson shall be appointed by the Chancellor based on the Deans' recommendations and input, whereas the Secretary shall be nominated by the Deans. The Officers of the Board shall be appointed for two-year terms, renewable thereafter.

Duties of the Officers Chairperson

The Chairperson of the Board shall perform a leadership role by serving as the executive head, and assisting the Board with important recommendations, information and data to implement its activities. The Chairperson shall also preside over all the meetings, with exclusive power to organize them and approve the meeting agenda.

Vice-Chairperson

The Vice-Chairperson shall assist the Chairperson in their duties and responsibilities and act as presiding officer in the absence of the Chairperson.

Secretary

The Secretary shall be responsible for taking accurate and action-based meeting minutes, promptly disseminating them to all the members, and ensuring clear and effective communications relating to the duties and responsibilities of the Board. The Secretary shall also receive proposals for agenda items from the Board members and present to the Chairperson.

Quorum

A quorum for the Advisory Board meeting shall consist of at least half the Board members including the Chairperson or Vice-Chairperson attending.

Recommendations of the Board

The Board shall act in an advisory capacity. The Deans shall be responsible for the implementation of the recommendations in consonance with the strategic goals and vision of the College and AU at large.

Effectiveness of the Board

The Dean shall be responsible to prepare an annual report on the effectiveness of the Advisory Board and identify the measures needed for continuous improvement.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	20/10/2021	New Policy	Office of VCAA
V 1.1	16/09/2024	The policy has been renewed without changes	Office of VCAA

Honorary Doctorate Degree Policy

Policy Owner	Office of the Chancellor	Responsible Office	Office of the Chancellor
Approved By	Chancellor	Effective Date	August 2024
		Next Review Date	August 2027

Purpose

Ajman University (AU), consistent with its mission and values, develops and maintains strong relationships with external community, makes contributions for the betterment of the society, and recognizes those individuals who share the same values. Accordingly, the award of Honorary Doctorate Degree aims to provide an opportunity for AU to recognize individuals with extraordinary accomplishments and outstanding contributions and service to community.

Scope

This policy applies to the award of Honorary Doctorate Degree to individuals or organizations within or outside the UAE.

Policy Statement

The Chancellor of Ajman University has formed a Committee for Honorary Doctorate Degrees (herein after referred to as the Committee) with a mandate to develop and oversee the process of awarding honorary doctorate degrees to individuals who have been nominated and selected in line with the criteria and procedures mentioned in this document.

Unlike an earned doctorate, the Honorary Doctorate carries no academic standing.

Nominations can be received from individuals or organizations within or outside the UAE. In both cases, there is a rigorous process, guided by well-defined criteria, to review the submitted nominations. After completing this review, the Committee will submit its recommendation to the Chancellor for approving the award of the Honorary Doctorate Degree. Once approved by the Chancellor, the endorsement of the Board of Trustees shall be obtained.

Every nomination shall be accompanied by the following information: name, nationality, and address of nominee; career summary; education; awards received; justification for recommending award of honorary doctorate, and evidence of suitability for the award. In addition to this essential information, each application should be supported by relevant documents including curriculum vitae, media reports, news, and other similar resources.

1. Composition of the Committee

The composition of the Committee is as follows.

1. Executive Director, Office of Institutional Planning and Effectiveness (Chair)
2. Full-Professors (2-3) from different Colleges
3. Executive Director, Office of Advancement and Alumni Affairs
4. University Registrar, Office of Registration

Role and Responsibilities:

- **Evaluation of Nominations:** Assess nominations for honorary doctorate degrees awarded to individuals with extraordinary achievements and significant impact within or outside the UAE. They will ensure an impartial and rigorous evaluation process that meets the highest standards of excellence. They will also ensure that the nominees' achievements align with AU's mission and values.
- **Recommendation of Candidates:** Recommend deserving candidates for the award of honorary doctorate degrees in a discipline, in accordance with the specified selection criteria.
- **Maintaining Confidentiality:** Maintain strict confidentiality and proper discretion throughout the process of compiling and evaluating any proposal for an honorary doctorate, up to and including the endorsement by the Board of Trustees, considering the high symbolic value of such awards and the need to protect the privacy and dignity of candidates.

2. Criteria for Nomination

There are two main criteria for recommending a nominee for the award of an Honorary Doctorate Degree:

2.1 Extraordinary Accomplishments

This is the principal criterion which determines the selection for an honorary doctorate degree. The Committee shall look at the level of excellence and exceptionality of individuals who will be nominated and awarded the honorary doctorate degree. AU is seeking to recognize individuals who have made profound contributions in their area of expertise leading to significant benefit to the society within the UAE or beyond, nationally or internationally. AU aims to honor individuals who have accomplished extraordinary targets and goals and those who have contributed exceptionally to scholarship, culture, human understanding and welfare, leading to inspiration for other people to achieve their career goals.

The Committee shall consider the following qualitative and quantitative aspects that constitute extraordinary accomplishments:

Qualitative Aspects:

1. **Innovative Contributions:**
 - Development of ground-breaking theories or methodologies in their disciplines.
 - Pioneering work that opens new areas of practice or study.
2. **Impact on Society:**
 - Contributions leading to significant social, economic, environmental, or cultural improvements.
 - Addressing major societal challenges through innovative solutions, advocacy or creative endeavors.
3. **Leadership and Influence:**
 - Demonstrated leadership that inspires and motivates others across any sector or community.
 - Influence on public policy, industry standards, cultural trends, or societal norms
4. **Commitment to Excellence:**
 - Consistent pursuit of high standards in professional, academic, or creative endeavors.
 - Dedication to continuous improvement, innovation, and mastery in one's field.

5. Ethical Standards:

- Adherence to ethical principles in professional, academic, or creative practices.
- Advocacy for social justice, ethical behavior, and equity across all fields.

Quantitative Aspects:

1. Publications and Citations:

- Number and quality of publications, research papers, or creative works in respected journals or platforms.
- Citation indices, reviews, or references reflecting the impact and influence of published work or exhibited work.

2. Grants and Funding:

- Securing significant research grants, funding, or sponsorship of projects.
- Contributions to the field through scholarships, endowments, or funding initiatives that support growth and innovation.

3. Patents and Innovations:

- Number of patents filed, innovations created, or significant creative work produced.
- Commercialization, dissemination, or widespread recognition of these contributions.

4. Educational Contributions:

- Number of students mentored, or professionals trained, and their subsequent impact.
- Development of influential educational programs or training initiatives across any discipline.

5. Awards and Honors:

- Receipt of prestigious awards, honors, or recognition in any field.
- Membership in elite professional, academic, or artistic organizations.

6. Public Engagement and Outreach:

- Participation in public lectures, performances, exhibitions, and community programs.
- Contributions to public understanding, engagement, and discourse in one's area of expertise.

2.2 Service to Community

The Committee and the concerned college will look at outstanding contributions or services provided by individuals to their communities. AU considers those who made significant and sustained contributions to the public service nationally and/or internationally. Some examples of notable "service to the community" are given below to guide the selection process and avoid ambiguity.

1. **Philanthropic Initiatives:** Supporting foundations that address social issues like poverty and education for low-income communities.
2. **Volunteerism and Mentorship:** Long-term commitment to volunteering and leading initiatives that provide mentorship and skill development for underserved groups.
3. **Community Development and Educational Outreach:** Contributing to community development projects and supporting educational programs, including resources and mentorship for disadvantaged students.
4. **Cultural Contributions and Inclusivity:** Promoting cultural diversity through community events while fostering inclusivity and understanding.

5. **Crisis Response and Support:** Organizing relief efforts during disasters and offering resources for affected individuals and families.
6. **Public Service Engagement:** Participating in boards and councils to enhance community services and quality of life.

3. Nomination Process

Two different tracks are considered for nomination; Nomination by the Cabinet and Nomination by Individual Sponsors or Organizations.

3.1. Nomination by the Cabinet

The Cabinet may nominate a candidate for the consideration of the award of honorary doctorate. Such a nomination may originate from a variety of sources such as a faculty member, Head of Department, Dean, a staff member or a Manager. The nomination shall be submitted to the concerned Cabinet member by the Dean or Manager using the specified *Nomination Form*, at least eight months prior to the next graduation ceremony as announced in the University calendar. The Cabinet member may recommend the nomination using the *Nomination Review Form* to the Chancellor for his approval to initiate the process. The Cabinet member may also directly submit a nomination to the Chancellor for his approval to initiate the process. The Office of the Chancellor will provide the nomination documents to the Chair of the Committee to initiate the review process.

3.2. Nomination by Individual Sponsor or Organization

Any individual sponsor or organization can submit a nomination for the award of the honorary doctorate degree. The nomination shall be made by completing the specified *Nomination Form* and submitting it to the Chancellor at least eight months prior to the next graduation ceremony as announced in the University calendar. The Chancellor may grant approval to initiate the process. The Office of the Chancellor will then provide the nomination documents to the Chair of the Committee to initiate the review process.

4. Review and Approval Process:

The Committee, upon receiving the nomination from the Office of the Chancellor, shall ask the candidate to submit the *Award Application Form*, along with all required supporting documents at least six months prior to the next graduation ceremony as announced in the University calendar.

The Committee shall thoroughly review the application for completeness, request additional information or documents, if needed, and submit the complete case to the Vice Chancellor for Academic Affairs (VCAA).

The VCAA shall present the *Nomination Form*, along with complete documentation, to the Council for Academic Affairs (CfAA) to assess the nomination and make a recommendation, either to approve or reject it. The detailed reasons for such a recommendation shall be documented in the *Nomination Review Form*. Only nominations that receive unanimous approval from the CfAA will proceed to further review by the Committee. Considering the recommendation of the CfAA received from the VCAA, the Committee shall make its final recommendation to the Chancellor giving justification for supporting or rejecting the nomination using the *Application Review Form*. The approval or rejection decision shall be made by the Chancellor. Once the nomination is approved by the Chancellor, it shall be submitted to the Board of Trustees for endorsement.

4.1 International Considerations:

International nominees are subject to the same qualitative and quantitative aspects under criteria 2.1 Extraordinary Accomplishments, and criteria 2.2 Service to Community, as local nominees. These will be evaluated not only within the context of their own country but also globally, and must align with AU's mission and values as per the following considerations:

1. **Alignment with AU's Mission:**

Nominees must demonstrate how their achievements contribute to the holistic development of individuals, communities, and societies, reflecting AU's commitment to quality education, research, and community engagement mentioned in its mission.

2. **Global Impact:**

Contributions should have a significant impact not only within their home country but also on a global scale, particularly in areas that resonate with the sustainable development goals relevant to the UAE and the broader international community.

3. **Cultural Relevance:**

The Committee will assess how the nominee's work fosters multicultural understanding, social responsibility, and innovation, in line with AU's multicultural ethos and its focus on diversity.

4.2 Managing Conflict of Interest

- All individuals involved in the nomination and review process must disclose any potential conflicts of interest immediately. This includes, but is not limited to, relationships with nominees, financial interests, and any other relevant associations.
- Disclosures should be submitted in writing to the Chair of the Committee using the designated Conflict of Interest disclosure form.
- The Committee will review all disclosed conflicts of interest to determine their relevance and potential impact on the nomination process.
- The Committee will decide on appropriate actions to manage or mitigate the disclosed conflicts. Possible actions include recusal of Committee members or other participants from the decision-making process, additional oversight, or reassignment of duties.
- The recusal should be documented in the meeting minutes, noting the nature of the conflict and the member's absence during related deliberations.
- Members must not use their position or information gained through the nomination or review process to influence outcomes for personal gain.

4.3 Board of Trustees Involvement:

The role of the Board of Trustees is pivotal in upholding the integrity of the award. The Board shall review the nomination process and provide their endorsement or otherwise for the nominations submitted by the Chancellor.

5. Informing the CAA

The Standards 2019 requires that: Institutions inform the CAA of any intent to award an honorary doctorate, and supply the justification of the award for the recipient.

After the approval of the Chancellor and the endorsement of the Board of Trustees, the Committee will submit a formal report to the CAA to inform AU's intent to award the honorary doctorate to the selected recipient and provide detailed justification for the award.

6. Decision Communication:

After receiving written acknowledgement from the CAA, successful nominees will be formally notified by the Chancellor through a personalized letter, highlighting their achievements and the reasons for their selection. For unsuccessful nominees, a separate communication will be sent by the Committee, providing constructive feedback and detailing the specific areas where their nomination did not meet the criteria. This approach ensures transparency in the selection process and provides nominees with valuable insights and an opportunity for future improvement. Clear and respectful communication in both instances upholds the integrity of the Honorary Doctorate awards and reflects Ajman University's commitment to fairness and professional growth.

7. Award Text Preparation

One month prior to the graduation ceremony, the Committee, in consultation with the concerned College, shall prepare a draft of the text for the award of the Honorary Doctorate Degree. This draft will then be sent to the nominee for verification to ensure accuracy and appropriateness. This will ensure that the text resonates with the recipient's accomplishments and contributions while maintaining institutional dignity. The Committee shall then submit the text to the Chancellor for approval.

8. Transparency and Publication:

The names of the recipients of Honorary Doctorates shall be published on AU's website to ensure transparency, enhance the credibility of the award, and celebrate their achievements.

9. Term Limits:

To preserve the integrity and prestige of the Honorary Doctorate by preventing multiple awards to the same individual and ensuring a broader recognition of deserving candidates, an individual may receive the Honorary Doctorate from Ajman University only once in their lifetime.

Before nominating an individual for an Honorary Doctorate, a thorough review of existing records will be conducted to ensure the nominee has not previously received the award from Ajman University.

10. Revocation:

In cases where a recipient's subsequent actions, behavior, or conduct are found to be inconsistent with the values and principles of AU, the institution shall have the authority to revoke the Honorary Doctorate. This action ensures that the integrity of the degrees awarded is safeguarded and that the Ajman University's reputation is maintained. By holding recipients accountable for their actions, Ajman University reinforces its commitment to ethical standards and the honor associated with its Honorary Doctorates.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	22/07/2021	Initial policy	Office Institutional Planning and Effectiveness

V1.1	15/08/2024	Revised to incorporate the feedback of CAA Reviewer	Office Institutional Planning and Effectiveness

Honorary Appointments Policy

Policy Owner	Vice Chancellor for Academic Affairs	Responsible Office	Office of VCAA
Approved By	Chancellor	Effective Date	June 2023
		Next Review Date	June 2026

Preamble

In line with Ajman University's (AU) commitment to excellence in teaching and research to develop of well-rounded graduates who are professionally competent, AU recognizes the value and importance of attracting well-known professionals from inside and outside UAE in the areas of teaching and research from other universities and industries to achieve program relevance and best practice education and research standards. To support these efforts, we have issued the *Honorary Appointments Policy*. An honorary appointment is an arrangement which allows distinguished individuals from other institutions and organizations to collaborate with AU staff. These collaborations are predominantly with academic and non- academic staff and they will be given access to certain AU facilities to further their own research, cooperate on joint research or contribute to the teaching at AU.

List of Related Policies

NA

Purpose

AU mission and values are student-centered aiming to develop and maintain strong relationships with the stakeholders for the betterment of the society and recognizing individuals who share the same values. This policy describes the purposes and criteria for the appointment of honorary individuals with outstanding achievements who are employed by other institutions. Honorary appointments are available to academics from other universities, or persons with equivalent status employed by the industry. The appointments are in recognition of a formal association with AU considered advantageous to both the AU and the appointee. Honorary appointments are unpaid positions, and appointees do not receive remuneration of any kind for their contribution to AU.

Scope

By awarding honorary appointments, AU aims to build professional relationships and collaborations with other recognized individuals in academic institutions and related industries to support the teaching and research activities for the benefit of AU students and scholars. In order to be appointed as an Honorary there is a requirement to demonstrate an appropriate level of achievement in research, teaching or professional reputation.

Motives for Awarding Honorary Appointment

The main principal reasons for awarding an honorary appointment are:

- 1) Building professional relationships and collaborations with other organizations and individuals
- 2) Significant contribution to teaching of AU undergraduate and/or graduate students

- 3) Significant contribution to research activities significant contribution to the profession of engineering, design, and construction. (or a combination of the above)

Terms of Honorary Appointment

1. The honorary appointee's activity is expected to benefit both them and AU. The honorary appointee is not obliged to perform any specific work for AU, but in return for the being privileged with AU honorary appointment they are expected to contribute to the teaching and research or general betterment of AU through voluntary activities.
2. No remuneration will be attached to the posts (apart from agreed travel expenses, if any)
3. Honorary appointments are made for years.
4. Appointments are renewable for three years. The renewal is subjected to the continuing contribution of the appointee, on the recommendation of the College dean/Center chair (or equivalent) and the approval of VCAA.
5. Appointments may be terminated by either party in advance of the appointment end date by providing one month's written notice.
6. An honorary appointment does not constitute a contract of employment.
7. The benefits relating to the honorary appointment are outlined in the letter of appointment and include the use of the AU library and facilities on the same terms as a full-time academic employee.
8. The honorary appointee is not obliged to perform any specific work for AU, but in return for the above privileges they are expected to contribute to the teaching and research or general betterment of AU through voluntary activities.
9. Honorary appointees must abide by the AU's Code of Ethics and Code of Conduct and policies flowing from these codes.
10. Honorary appointees working within AU and collaborating with its employees may be required to enter into an agreement with AU concerning issues such as the ownership of intellectual property and confidentiality.
11. AU reserves the right to shorten or terminate an honorary appointment at any time and for any reason prior to its expiry.
12. No additional funding will be available to College/Centers for Honorary appointments.
13. Overseas appointees are personally responsible for obtaining and maintaining a valid entry UAE visa.
14. Honorary appointments are not applicable to AU employees, including visiting and adjunct employees.
15. Honorary appointees may use Ajman University as an affiliation when they publish their research work or participate in an event related to their area of specialty.

Honorary Appointment Designations

The designation 'honorary' may be attached as a prefix to any of the academic ranks as follows:

- Assistant Professor
- Clinical Assistant Professor
- Associate Professor
- Clinical Associate Professor
- Professor
- Clinical Professor
- Professor of Practice

These designations are conferred on a person with involvement in the academic/research institutions and showed an outstanding contribution to education or research, or both. The appointee should be academically qualified and possesses an academic standing/degree equivalent to that of honorary designation from an institution accredited/recognized by the UAE Ministry of Education. The honorary designation can be upgraded to a higher rank if the appointee provides evidence of being promoted to a new academic rank in their institutions.

The honorary appointment can also be applicable to non-academic individuals who will contribute to the AU teaching and learning programs and research activities, which support the general betterment of the University.

Appointment Process

Requests for honorary appointments should be made by the candidate or upon a nomination from AU employees to the College Deans/Research Center Heads and should include a detailed CV/resume for the applicant/nominee along with a cover letter that outlines the main teaching/research achievements. A total of 3 references with their contact details should be provided. The College Dean/Research Center Head shall constitute an ad hoc committee of 3 members including at least one member of similar specialty/research area and at least a member of a similar or higher academic rank. The ad hoc committee shall review the application and invite the applicant/nominee for interview if successful initial review. The ad hoc committee shall then submit its report to the College Dean/Research Center Head for approval and submission to the VCAA who will evaluate it and forward it (if the candidate is deemed eligible) with his recommendation to the Chancellor for his final decision. If the Chancellor's decision is positive, the VCAA's office prepares and routs the corresponding appointment letter to the candidate and the other concerned AU College/Offices.

Confidentiality

In the course of the appointees' engagement they may be exposed to information about AU and its students, employees, businesses, etc. which may be confidential or is commercially sensitive and which may not be readily available to other persons and organizations. Therefore, appointees shall not, either during this appointment or after its termination (however arising), use or disclose to any person, company or other organization whatsoever (and shall use all reasonable endeavors to prevent the publication or disclosure of any confidential information. This includes (but is not limited to) financial information; details of employees, suppliers, customers or students and any information which is confidential.

Document History

Version	Date	Update Information	Author/ Reviewer
V 1.0	21/06/2023	Initial policy	Vice-Chancellor for Academic Affairs

PPM Amendments Record

Note: Details of policy changes are documented in each policy's document history.

No.	Document	Date of Update	Changes/new policies
1	Policy & Procedure Manual Vol. 1	Sep. 2017	On page 132 under the title "IT Risks" in clause 13.2.2 (a) point number 4, where the mentioning of Fujairah Campus was deleted. Consequently, the page needs to be printed and replaced in the hard copy version
2	Policies & Procedure Manual – vol. 2	Sep. 2017	where changes were introduced to the table on page 76 concerning tuition fees for bachelor's programs
		Oct. 2017	Changes were made to the Table 2 (Class size for graduate programs) on page 45 of AU policy & Procedure Manual vol.2, where two programs were added (MSc. In Urban Design & Professional Diploma in Teaching).
		Nov. 2017	A modification request was made by Dr. Mahmoud and Mr. Essam with regards to a small change required to "AU Student Record Policy" in clause 8.2 on page 83 of the Policy & Procedure Manual Vol. 2.
3	Policies and Procedures Manual Vol. 2	Mar. 2018	Inclusion of "Advance Standing and PLAR" policies
4	Policies and Procedures Manual 2020-2021 <i>N.B. Individual policy change(s) is documented in each policy footer, Document History.</i>	Oct. 2020 - May 2021	Revised Policy on Policies Revised Graduate Completion Policy Revised Student Disciplinary and Academic Integrity Policy Revised Policies and Procedures for Online Learning and Assessment Revised Class Size Policy New Minimum Class Size Policy New Research Policy New Research Strategy Policy New Research Publications Reward Policy New Research Conferences Policy New Visiting Scholar Policy New AU Authorship Policy Revised Employment Policy Revised Faculty Promotion Policy Revised Transfer Admission Policy Revised Student Disciplinary and Academic Integrity Policy Revised Undergraduate Completion Policy Revised Faculty Workload Policy New Academic Freedom Policy New Policy and Procedure on Surveys Revised Budget Policy New Adoption of Accrediting Agencies Policies and Procedures Revised Course File Policy New Policy Statement on Diversity and Inclusivity New Credit Hour Policy New Dual Credit Program

No.	Document	Date of Update	Changes/new policies
			New Policies and Procedures for Online Learning and Assessment New Policy on Double Marking and Moderation Revised Budget Policy Revised Research Policies Revised Student Information Release Policy Revised Student Records Policy Revised Transfer Admission Policy Revised Intellectual Property Policy Revised Employment Policy New Handling of Faculty and Professional Staff Employment Legal Issues Policy Revised Independent Study Revised Performance Evaluation Policy New Smoking Policy New Policy on College and Department Councils New Program Specification Policy New Program Phase-out Policy New Student Study Mode and Load Policy New Policy on Faculty Participation in Planning and Budgeting Revised Academic Progress Policy Revised Research Article Publication Fee Policy
5	Policies and Procedures Manual 2021-2022	June 2021 – April 2022	New Board of Trustees Conflict of Interest Policy New Faculty Exchange and Sabbatical Leave Policy New Thesis and Dissertation Support Policy New Teach-out Policy – replaced the “Program Phase-out Policy” New Students of Determination Policy New Cooperative Agreements and Contractual Relationships Policy New University Cabinet Policy-extracted from the BOT Policy New Institutional Documents Revision, Approval and Archiving Policy New Course Syllabus New Student Wellbeing and Safety Policy New Policy on Raising Concerns of Safety New Student Safeguarding Policy New Course Buyout Policy New Course Substitution Policy New Privacy Policy New Cooperative Agreements and Contractual Relationships Policy New Employees Volunteering Policy New Degree Audit and Graduation Policy New College Advisory Boards Policy New Honorary Doctorate Degree Revised Board of Trustees Policy Revised Policy on Faculty Members Participation in Planning and Budgeting Revised Operations Risk Management Policy- formerly titled “Risk Management Policy” Revised DRGS Vision, Research Strategy and General Provisions Revised Conflict of Interest Policy – Faculty and Staff Revised Employment Policy Revised Faculty Promotion Policy Revised Scholarships and Discounts Policy

No.	Document	Date of Update	Changes/new policies
			Revised Hostel Policy- formerly titled “Residence Halls Policy” Revised Health Services Policy Revised Fundraising Policy Revised Quality Assurance Policy Revised Auxiliary Enterprise Policy Revised Cash Management Policy Revised External Audit Policy Revised Procurement and Stores Policy and Procedures- Revised Compensation Policy Revised Course Syllabus policy Revised Student Complaints Policy Revised Staff Disciplinary Policy Revised Code of Conduct Policy Revised Counseling Policy – formerly titled “Students Counseling Policy”. This policy now includes counseling services for faculty and staff. Revised Standing Committees Revised Faculty Performance Evaluation Policy New Sustainable Investment Policy New Adjunct Faculty Performance Evaluation Policy Revised Substantive Change Policy
6	Policies and Procedures Manual 2022-2023	July- August 2022	Vehicle Acquisition Policy Revised Teach-out Policy Revised Academic Advising Policy
		February- March 2023	New Policies: Grade Entry Policy Collective Ownership of Curriculum Student Teaching and Administrative Assistants Policy Revised Policies: Academic Probation Policy Academic Progress Policy Student Information Release Undergraduate Admission Policy Student Study Mode and Load Policy Student Success Center Policy Student Grade Appeal Policy People of Determination - previously titled Student of Determination Graduate Assistant (GA) Policy Faculty Promotion Policy Faculty Workload Policy Credit Hour Policy Faculty and Professional Staff Employment Legal Issues Policy Retired Policy: Student Career Advancement Program Policy – All student-related hiring is now covered in the new policy, Student Teaching and Administrative Assistants Policy.
7	Policies and Procedures Manual 2023-2024	June 2023 – October 2023	Board Approved New and Substantially Revised Policies Academic Probation Policy Board Performance Evaluation Policy Collective Ownership of Curriculum Co-operative Education Policy Credit-bearing Micro-credentials Certification Policy

No.	Document	Date of Update	Changes/new policies
			Diversity, Equity and Inclusion Policy Employment Policy Faculty Orientation Policy Faculty Teaching Load/Overload Policy Grade Entry Policy Graduate Studies Policies and Procedures Honorary Appointments Policy Joint/Dual Degrees Policy Policy for Award of the Emeritus/Emerita Status Policy for Award of the Title of Distinguished Professor Policy for External Examiners/Reviewers Scholarships and Discounts Policy Student Complaint, Grievance and Appeal Policy Student Orientation Policy Student Teaching and Administrative Assistants Policy Talent Acquisition Policy Staff Professional Development Staff Performance Appraisal Policy Staff Promotion Policy Staff Recognition Program Policy Virtual Meetings Policy Minor Changes as per the relevant revised/new policies and CAA approval: Undergraduate Admission Policy Graduate Admission Policy Academic Advising Policy Policies with minor updates after its regular review schedule and implementation review: AU Funded Grants Research Travel Grants Externally Funded Research Grants Research Release Time Visiting Research Scholar Research Publications Reward Policy Authorship Policy Research Article Publication Fee Research Conference Policy Student Research Support Policy – formerly titled as “Thesis and Dissertation Support Policy”. This was revised to also include support for undergraduate students. Student Disciplinary and Academic Integrity Professional Staff, Complaint, Grievance and Appeal Policy Staff Disciplinary Policy
		November 2023	New Policies: Innovation and Creativity Scholarship Policy International Student Policy
		February 2024	Incorporated all remaining HR Policies Approved by the BoT on 21 June 2023 in the PPM. Air Travel Ticketing Policy Business Travel Policy Compensation and Benefits Policy
			Educational Allowance Policy Emiratization Policy Employee Confirmation Policy Employee Joining Formalities Staff Transfer Policy Virtual Meetings Policy Staff Attendance Policy Staff Overtime Policy Employee Advances Policy Staff Leaves Policy Online Training Policy Exit Policy

No.	Document	Date of Update	Changes/new policies
		May 2024	BoT Approved Policies Academic Administrative Appointment Term Policy Academic Department Leadership Appointment Policy Practice-Track Professorial Ranks Policy Revised College Dean Performance Policy Revised Faculty Exchange and Sabbatical Leave Policy- Revised Policy for External Examiners and Reviewers Board of Trustees Policy – updated as per the revised Board-approved Bylaws
8	Policies and Procedures Manual 2024-2025	August 2024	Counseling Policy - update on consultation registration Health Services Policy - minor changes “Services” section AU Fundraising Policy and Guidelines - General updates to reflect AU’s new status as a non-profit institution. Approved by the Executive Committee of the Board of Trustees on June 26, 2024 and ratified by the full Board on November 19, 2024. Cooperative Agreements and Contractual Relationships Policy - updated in line with the new overall responsibility of the OCE in monitoring all corporate collaborative agreements Student Finance Policy – updated with changes related to VAT and other minor changes
9		June 2025	Policies Approved by the Board of Trustees on May 30, 2025 Meeting Academic Advising Policy (Revised) Faculty Teaching Load/Overload Policy (Revised) AU Funded Research Grants Policy (Revised) Research Article Publication Fee Policy (Revised) Research Centers Policy (Revised) Research Conferences Policy (Revised) Research Publications Reward Policy (Revised) Student Academic Support Policy (New) Student Academic Advising Effectiveness Policy (New) Student Teaching and Administrative Assistants Policy (Revised)



Board of Trustees Approval

1. BoT Minutes of Meeting 23 September 2021
2. BoT Minutes of Meeting 10 May 2022
3. BoT Minutes of Meeting 21 June 2023
4. BoT Minutes of Meeting 1 November 2023
5. BoT Minutes of Meeting 22 May 2024
6. BoT Minutes of Meeting 19 November 2024
7. BoT Minutes of Meeting 30 May 2025